

SWIGER CONSULTING, INC.
ECONOMIC DEVELOPMENT ♦ RESEARCH ♦ ANALYSIS

212 Acorn Lane
Stroudsburg, Pennsylvania 18360
September 26, 2008

City Purchasing Coordinator
Room 2-45
City Hall, 815 Washington Street
Reading, Pennsylvania 19601
Attn: Ms Joanne Frantz

Dear Ms Frantz:

SWIGER CONSULTING is pleased to submit this proposal to assist in the Preparation of a Reuse Plan for the Navy/Marine Corps Reserve Center in Reading. After a careful review of the RFP, we understand that the consultant's role in this project is to 1) conduct the necessary Facilities Assessment, 2) prepare a thorough Community Needs Assessment, 3) develop an in-depth Market Analysis, 4) prepare the detailed Financial and Economic Development Plan to guide the reuse of the site, and 5) assist the Local Redevelopment Authority (LRA) with the preparation of its Homeless Assistance Submission. However, our team will go beyond the requirements of the RFP, by providing important and useful information and insight on environmental, legal and procedural issues associated with base reuse projects.

This team has the experience in base and facility reuse, the development of site specific economic growth plans, and economic and demographic research, the technical expertise to conduct the necessary site, facility and infrastructure assessments, and the knowledge and understanding of the legal complexities of the base conversion process to complete this project on time and within budget. Our background and hands-on experience, focused on the situation and needs of Reading and the LRA, will enable us to create a realistic and economically viable reuse plan that will benefit the City and its residents, maximize the return to the City, while minimizing costs.

Four important factors distinguish our team from our competitors:

- ✓ We bring a national perspective to this project, based upon our extensive experience in base and facility reuse and economic revitalization projects
- ✓ Our local team members provide not only technical expertise, but an in-depth knowledge of Reading and south central Pennsylvania
- ✓ We have the "site seekers" perspective, and understand what developers and end users want and need for a successful reuse project
- ✓ Our team provides the LRA with value added service, especially through our team's knowledge and experience in the often complex legal aspects of the base reuse process

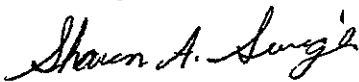
Thus, our firm's combination of knowledge and real world experience enables us to conduct the in-depth research and facility assessment needed to provide useful and actionable insights, and thus provide solid and implementable recommendations for plan development.

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We would be pleased to provide additional information about our experience and ask that the review panel contact our references. We are available for a meeting with the review panel if desired. Please contact me at 570/620-1636 or at saswiger@ptd.net if I can provide further information or answer any questions. We are prepared to commence work immediately upon receiving a Notice to Proceed from the City.

Thank you for your consideration of our proposal. We look forward to speaking with you in the near future.

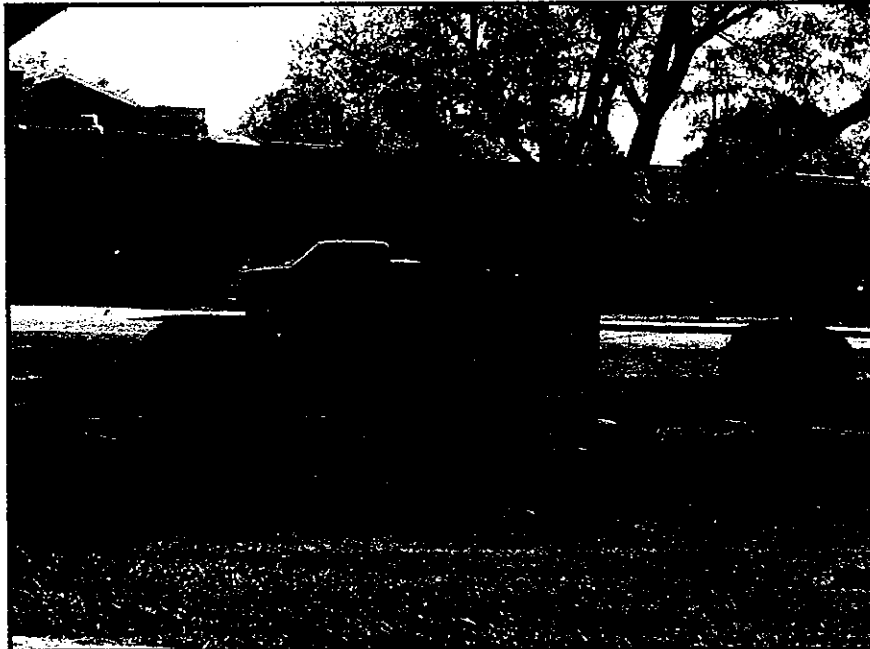
Sincerely,



Sharon A. Swiger, President
SWIGER CONSULTING, INC.

Attachment – Eleven (11) copies of proposal

**A PROPOSAL TO
DEVELOP A REUSE PLAN
FOR
THE NAVY/MARINE CORPS RESERVE CENTER
IN
READING, PENNSYLVANIA**



**SUBMITTED TO THE
CITY OF READING, PENNSYLVANIA
LOCAL REDEVELOPMENT AUTHORITY

BY
ERNEST SWIGER CONSULTING, INC.**

**IN ASSOCIATION WITH
THOMAS POINT ASSOCIATES, INC.
C.S. DAVIDSON, INC.
TKS ARCHITECTS
KUTAK ROCK LLP
RANDY PAUL & ASSOCIATES, INC.
TRANSPORTATION RESOURCE GROUP
SEPTEMBER 26, 2008**

Table of Contents

Section	Page
IDENTIFICATION OF PROPOSER	1
TEAM QUALIFICATIONS AND EXPERIENCE	2
STAFF PROFILES	8
REPRESENTATIVE PROJECTS AND REFERENCES	12
PROJECT MANAGEMENT	13
PROJECT SCHEDULE AND FEES	15
UNDERSTANDING OF THE SITUATION	17
PROJECT APPROACH	18
SCOPE OF WORK	22
CITY STAFF INVOLVEMENT	39
RATIONALE FOR SELECTION	40
Appendices	
A. FIRM QUALIFICATIONS	A-1
B. RESUMES OF KEY PERSONNEL	B-1
C. PROJECT EXPERIENCE AND REFERENCES	C-1
D. REQUIRED FORMS AND ADDENDA ACKNOWLEDGEMENTS	D-1

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

Proposer Information

SWIGER CONSULTING, INC. has assembled a team of professionals in the areas of planning, economics, engineering, and law that will prepare a realistic, economically viable, and comprehensive reuse plan for the Navy/Marine Corps Reserve Center in Reading, Pennsylvania. Our team is prepared to:

- 1) conduct the necessary Facilities Assessment,
- 2) prepare a thorough Community Needs Assessment,
- 3) develop an in-depth Market Analysis,
- 4) prepare the detailed Financial and Economic Development Plan to guide the reuse of the site, and
- 5) go beyond the requirements of the RFP, to provide important information and insight on environmental, legal and procedural issues associate with base reuse projects.

Contact information for **SWIGER CONSULTING**, the lead firm for this team, is as follows:

SWIGER CONSULTING, INC.

212 Acorn Lane
Stroudsburg, Pennsylvania 18360

Contact: Ms Sharon Swiger, President

Telephone: 570/620-1636

Fax: 570/620-1636

e-mail: saswiger@ptd.net

Website: www.swigerconsulting.com

The project work will be performed from the firm's Stroudsburg office.

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

Team Qualifications and Experience

“Team: A group of people working together in a coordinated effort.”

Webster's New World
Dictionary

The team we have assembled for this project includes:

- ▶ **SWIGER CONSULTING, INC.** – Project management, reuse strategy, economics, economic impact, market analysis
- ▶ **Thomas Point Associates** – Base reuse plans and strategy, industry targeting, and community assessment
- ▶ **C.S. Davidson** – Existing facilities assessment, land use planning
- ▶ **TKS Architects** – Facilities assessment, and facilities reuse planning
- ▶ **Transportation Resource Group** – Traffic considerations
- ▶ **Kutak Rock, LLC** – Conveyance mechanisms environmental and legal issues
- ▶ **Randy Paul Associates** – Facilities systems assessment

SWIGER CONSULTING (SCI) is an economic development and planning firm specializing in assisting clients with successful planning and implementation of economic and community development projects. We have served public and private sector clients with research, analytic and presentation services since 1996. In addition to directing our own projects, we have served as a subcontractor on large-scale projects, providing expertise and insight on economic development, financial feasibility, market analysis, financial analysis, site selection criteria, and planning issues. Our practice has entailed working with a range of planning, community development, and engineering firms, as well as attorneys, real estate consultants and other professionals over the years. Projects have included the creation of revitalization and smart growth planning studies, the assessment of sites and site reuse alternatives, the preparation of economic

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

development strategies and action plans, the conduct of financial feasibility studies, the preparation of financial analysis for specific projects, and assistance in preparing grant applications and funding proposals.

The firm has been based in Stroudsburg, Pennsylvania for over a decade. The firm is incorporated in the Commonwealth of Pennsylvania and has focused on projects in Pennsylvania New Jersey, and New York, though assignments have taken us to Virginia, Arizona, the Virgin Islands, Florida, and Connecticut. **SCI** has complete technical and production capabilities, including GIS functions.

SWIGER CONSULTING has been involved in numerous site reuse projects over the past decade. Dr. Ernest Swiger, Principal of the firm, gained significant experience while serving as Project Manager at Fantus Consulting, the nation's leading site selection firm. While there he was team member of the reuse analysis for the industrial/commercial portions of the Fort Devens, MA reuse analysis, was involved in the early effort to develop plans for the El Toro Marine Corps Air station reuse, and was Project Manager of the Orange County, CA Defense Conversion Strategy Study. **SCI** has contributed this site seeker perspective to industry and business targeting studies for Seneca County, NY and the base reuse project there, for Hudson County, NJ, and for Brownfields sites in Schenectady, NY among other projects. The firm has much experience in market analysis, feasibility studies, and has done much work in the area of assessing project costs and financial impacts of projects. A set of firm qualifications is included in Appendix A. Project descriptions and references for several key projects are included in Appendix C.

Thomas Point Associates (TPA) has completed base reuse and industrial property assessments in Connecticut, Maryland, Michigan,

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

"Past experience, if not forgotten, is a guide to the future."

Chinese Proverb

Pennsylvania, and Virginia, including a number of former naval installations. These projects have led to the stimulation of community-wide business growth and economic development and diversification. TPA has significant experience in the development of business incubators, high tech and research parks, and in dealing with environmentally sensitive areas. The Virginia Modeling, Analysis and Simulation Center in Suffolk, Virginia was a joint effort of the Department of Defense and Old Dominion University to determine the feasibility of a high tech transfer organization and a high tech incubator. The Oceana Naval Air Station Joint Land Use Study in Virginia Beach, Virginia entailed an assessment of land use demand in the "noise zone" areas near the Air Station, while the Corporate Campus project in Henrico County, Virginia, resulted in a detailed analysis and recommendations on phasing, costs and partnership opportunities in this fast-growing region of the state. Complete project descriptions and references for several key projects are included in Appendix C.

The law firm of **Kutak Rock, LLP (KR)** will provide valuable insight into the nuances of base disposition, conveyance mechanisms and practices, and environmental issues. Kutak Rock has assisted more than fifty communities in designing, developing and implementing base closure, reuse, acquisition, and development plans. The team provides the legal and environmental expertise necessary to assure that reuse planning, homeless accommodation, conveyance, interim leasing and environmental, and potential liability issues are fully addresses as reuse and acquisition plans are developed and implemented. KR has worked with elected officials, city attorneys, planners, engineers, and military base reuse personnel to negotiate for and obtain former military property from each of the services. The firm has guided LRAs through the difficult homeless screening process, with environmental concerns and

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

issues, and with various types of conveyance requests and mechanisms.

The firm has worked with communities and bases of all sizes and has worked in many states, including Pennsylvania. Appendix A includes an overview of the firm's practice and activities. Resumes of the Principals are included in Appendix B, and project references may be found in Appendix C.

C. S. Davidson (CSD) is an engineering and planning firm with over 100 employees in three offices in south-eastern Pennsylvania. The firm stresses interdisciplinary teams involving engineering, land planning, master planning and regional planning to meet client needs and solve client problems. CSD has over eighty years of experience in planning and design. Because of its size and extensive capabilities, CSD can provide a multidisciplinary approach to projects. These include planning studies, design for buildings, facilities and Master Planning, as well as land use development and sustainable design. A set of firm qualifications and overview of firm experience is included in Appendix A.

C. S. Davidson has worked on a variety of design and reuse projects. The firm prepared a facilities assessment and Master Plan for the Odd Fellows Middletown Home, to guide future development and work on the structure, including the preparation of overall site layout drawings. The firm has worked with numerous government agencies and authorities, including the York County Industrial Development Authority for whom the firm completed all aspects of site design, obtained land development plan approvals from the York City Planning Commission and City Council, and obtained appropriate PENNDOT permits. Project descriptions and references for several key projects are included in Appendix C.

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

TKS Architects (TKS) is an architecture firm based in Mechanicsburg, which provides a full range of assessment, design and planning services for both public and private sector clients. The firm brings nearly eighty years of experience to each assignment and presents creative and thorough master planning, feasibility studies, conceptual design options, and final designs. Each member of the firm is a member of the American Institute of Architects, and members of the firm hold certification as Certified Commercial Building inspectors, and Certified Plans Examiners. TKS is licensed in 14 states. A statement of firm qualifications is found in Appendix A.

TKS was part of the project team working on the Odd Fellows Middletown project mentioned above, working on the facilities assessment as well as the site Master Plan for the 100 acre property. The firm won a design competition for additions and renovations to the Hershey High School in the Derry Township School District. TKS has been involved in a number of other assessment, renovation, and planning projects in the region. Descriptions of these and other projects are included in Appendix C.

The Transportation Resource Group (TRG) will assist the team by reviewing the transportation planning aspects of the project and the team recommendations. TRG has provided transportation planning and consulting services for nearly twenty years. Located in York, the firm is very familiar with the southeastern Pennsylvania area. The firm has extensive experience in circulation studies, needs assessments, corridor studies and alternatives analyses. A set of firm qualifications is found in Appendix A.

Recent studies include the Windsor Township (York County) Traffic Impact Study, the East York Traffic Calming Study in Springettsbury Township, and a Rural Roads Study in Baltimore County, Maryland. Project

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

descriptions and references may be found in Appendix C.

Randy Paul and Associates, inc. (RPA) will provide an assessment of the facility's mechanical and electrical engineering systems, including heating, ventilation, air conditioning, plumbing, electrical and lighting systems, fire alarm and security systems, and emergency systems. The firm has worked on a wide range of projects, including military facilities such as the Armory in Hazelton, buildings at the Indiantown Gap, Military Reservation, the New Armory in New Milford, and the Stryker Building in Chambersburg. The firm has also performed analyses and reviews at the Philadelphia Naval shipyard, and of the Hazardous Storage rooms at the Mechanicsburg Defense Facilities. Other projects have provided advisory and review services for schools, university buildings, recreation centers, and hospitals, including the Reading Community General hospital. A full list of projects is presented in Appendix C.

This team thus presents solid and focused experience in all the aspects of base reuse described in the Request for Proposals. We have team members with experience in reuse planning; economic and market analyses; facilities and site assessment; disposition strategies and the legal issues of environment, conveyance, and homeless screening; infrastructure assessment; and strategy development.

Please note also that members of this team have worked together on previous projects and all have worked on projects in Pennsylvania.

Please review the project descriptions for each of the team members in Appendix C, and contact any of the references provided.

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

Staff Profiles

PLEASE NOTE THAT RESUMES FOR EACH OF THE INDIVIDUALS BELOW MAY BE FOUND IN APPENDIX B.

SWIGER CONSULTING, INC.

Dr. Ernest Swiger is an economic development/site selection consultant and planner with over twenty-five years of experience in preparing market assessments, competitive assessments, target industry studies, financial feasibility and financial impact studies. He worked with Fantus Consulting, the nation's leading corporate site selection firm for five years before starting his independent consulting practice in 1995. He has employed his research and analytic skills for regional organizations, counties, municipalities and private sector clients. He is a member of the American Institute of Certified Planners, a licensed Professional Planner in New Jersey, a member of the International Economic Development Council, and a Pre-qualified New Jersey Smart Growth Consultant. He holds a Ph.D. from Duke University and an MBA with a concentration in finance and operations from Wake Forest University.

Thomas Point Associates

Mr. Thomas Flynn, Principal of Thomas Point Associates, brings over thirty years of experience in economic development and planning with specific focus on military base reuse planning. He has conducted all types of development projects and programs for feasibility, market potential and development of preferred alternatives. A former US Navy officer, Mr. Flynn, has had experience with military planning and logistics. He holds an undergraduate degree from Holy Cross College, an M.C.P. with a specialization in economic development from Harvard University and has completed advance coursework in real estate finance at American University. He is a member of

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

the Urban Land Institute, the American Institute of Certified Planners (AICP) and is a Board member of the International Economic Development Council.

Kutak Rock, LLP

Mr. Barry Steinberg, Esq. will provide legal insight for this project. Mr. Steinberg is a managing partner of the firm's Washington office, where he concentrates on Federal facility installation and environmental issues. He retired from the US Army as a colonel in the Judge Advocate General's Corps. He received his undergraduate and law degrees from the University of Richmond and is admitted to practice law in Virginia, the District of Columbia and the United States Supreme Court. He handled a range of environmental cases for the Army during his service and has worked with fifty communities or LRAs while at Kutak Rock.

C. S. Davidson

Three members of the C.S. Davidson staff will be assigned to this project.

Casey Deller, P.E., is a member of the firm's Land Development/Survey Department. A graduate of the Pennsylvania College of Technology, he has served as Project Manager and Project engineer for the preparation of site design projects, the preparation of land development and subdivision plans and compliance with municipal ordinances and permitting. He was part of the teams working on the Pleasant Acres Nursing and Rehabilitation Center project, the Odd Fellows Middletown Home Assessment, and the Northwest Triangle Initiative Project in York among other undertakings.

Karl Graybill, AICP, is a Senior Planner with the firm's Planning Department in the Lancaster office. Karl has been very active in the preparation of

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

comprehensive plans, zoning ordinances, and land development ordinances. He has over ten years experience in municipal planning, including seven years as the City Planner for the City of Reading and three years as the Executive Director of the Reading Downtown Improvement district Authority. He is very familiar with the City and the site from a land use and zoning perspective. He was lead planner for the preparation of the City's Comprehensive Plan and prepared the Improvement district's ten-year renewal plan, as well as preparing other comprehensive plans and plan updates.

Mr. Nevin Taylor, P.E., is a Senior Project Manager in the CSD Structural Department. He is in charge of project coordination, and design, analysis, and technical assistance for new and existing structure projects. A graduate of Pennsylvania State University, Mr. Taylor has worked on a wide range of projects in Adams, York, Lancaster, and Dauphin Counties, including work on the Stryker Brigade Combat Team Readiness Center in Elizabethtown as well as facility upgrades and conditions assessments.

TKS Architects

Mr. Douglas Tilley, AIA, NCARB, is a Principal at TKS, and will assist the team with in the Facilities Assessment and development of reuse alternatives. He has thirty years experience in planning, feasibility study, design and facility assessment. His knowledge of planning, design and construction has been demonstrated in projects in 35 states. He has worked closely with members of this team on projects in the immediate area.

Mr. Larry Saylor, AIA, NCARB, CSI, will assist the team as well. Mr. Saylor has significant experience in code review and cost estimating, based upon his extensive knowledge of building codes, life safety requirements and construction specifications. He also brings a

Reading, Pennsylvania LRA

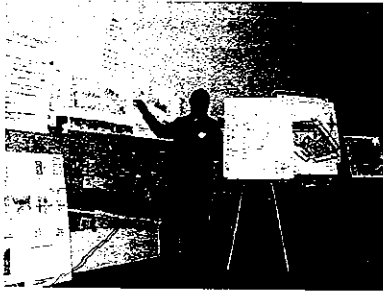


Navy/Marine Corps Reserve Center Reuse Plan

thorough knowledge of materials and building systems to this assignment.

Transportation Resource Group

Mr. Jon Seitz, P.E. PTOE, will serve as lead consultant for the firm providing transportation planning assistance to the team. He has managed a wide range of transportation planning and traffic engineering studies, including traffic impact and site access studies, which are especially germane to this plan. A graduate of the U. S. Military Academy and the U.S. Army Corps of Engineers Officer Advanced Course, he is a registered engineer in Pennsylvania, Virginia and Maryland.



The firm's work at the TecPort Business Center in Dauphin County, which included a traffic impact study, won the Central Pennsylvania American Society of Civil engineers "Project of the Year" award.

Mr. Christopher Schwab, P.E., will assist with this project. He has performed numerous traffic impact studies and has worked closely with private developers as well as state county and local government agencies. A graduate of Penn State University, Mr. Schwab is registered in both Pennsylvania and Maryland.

Randy Paul and Associates, Inc.

Mr. Randolph Paul, P.E., will lead his firm's analysis of the facility's mechanical, plumbing and electrical systems. Mr. Paul is very familiar with all aspects of HVAC, and other systems with over forty years experience in the field, including design, specification, estimating and construction supervision. Randy has been a P.E. in Pennsylvania since 1979 and is registered in five other states. He will direct and coordinate the work of the other members of his staff, and make recommendations about the viability and longevity of the Reserve Center's current systems.

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

Representative Projects & References

Each member of the team has provided descriptions of recent, relevant projects with an emphasis upon reuse projects, facilities assessments, familiarity with military bases, or planning, depending upon each firm's areas of expertise. As noted earlier, our team covers all of the areas of expertise noted in the RFP. We are especially pleased to point to our experience in base reuse planning on the part of many of our team members, and feel that our team's strength in the area of legal expertise adds significant value by addressing a complex and often difficult aspect of the base reuse process.

Each of these descriptions includes a reference and contact information. We encourage the LRA to contact these people for details about our work and the results it generated.

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

Project Management

This project is a complex assignment with a number of varied, but inter-related, tasks to be completed in order to prepare and present a solid, realistic and viable reuse plan. We have engaged the services of engineers, planners, attorneys, and specialists in economics, market assessment, historic preservation and housing to accomplish these tasks.

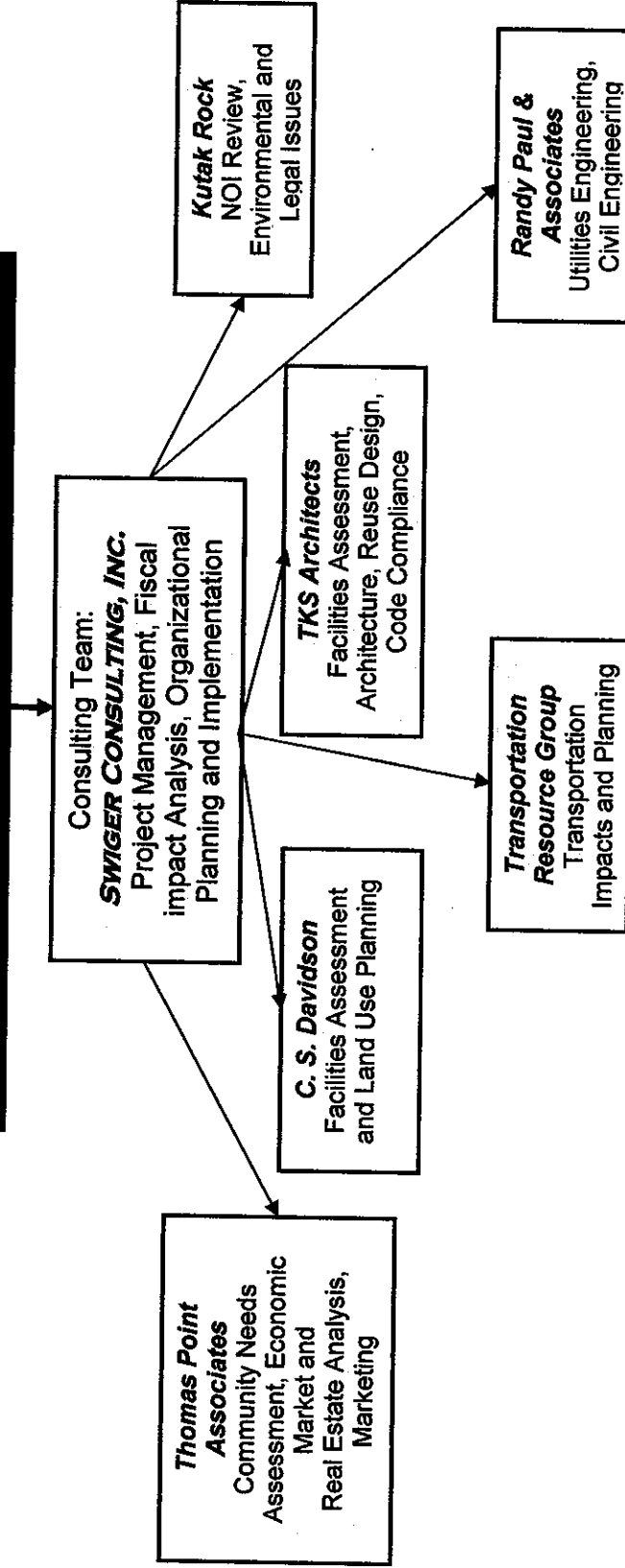
All of our team members have worked on team projects in the past and understand the need to work in a coordinated fashion. Many of our team members have worked together successfully in the past on projects in the region. Our project organization, shown below, is simple and straightforward. **SWIGER CONSULTING** will serve as the lead consultant, primary client interface, and single point of contact for all administrative matters. Each team member understands his/her role in this effort and will coordinate work and share ideas and information. Indeed, one of the hall marks of our team is our desire to keep the other members of the team apprised of developments and information in order to provide the best plan possible for the client.

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

Project Team and Organizational Chart



Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

Project Schedule and Fees

The table below shows the tasks to be completed for this assignment, the schedule for completion, and the hours and fees by task and by consultant team member.

We have noted the LRA need to complete the strategy development around April of 2009. Our schedule is based upon commencing the project in October and establishes the first presentation to the LRA after the holiday period. We envision that the final presentation, the preparation of the draft study, and the final report can all be accomplished in a relatively short period, based upon frequent communication with and feedback from staff and the LRA. Thus, the strategy will be available for presentation by the end of April of 2009.

An aerial photograph showing a large stadium with a distinctive roof structure, surrounded by a dense urban area with various buildings and green spaces.

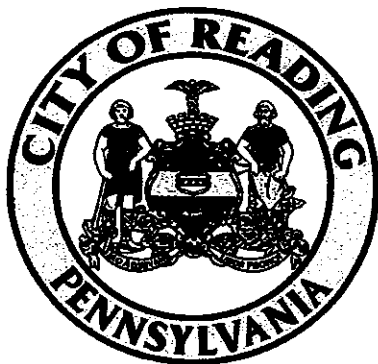
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September 26, 2008

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

Understanding of the Situation



The Reading Navy/Marine Corps Reserve Center is located in a residential area of the City close to Wyomissing. The area has a number of uses including the Boys and Girls Club of Reading, a State Police Barracks, neighborhood commercial businesses (primarily professional offices) a Housing Authority Apartment Complex and the predominant use, single-family or semi-detached homes.

The Center itself was commissioned in 1959 and has been inactive use since that date. Public water and sewer are available on the site, which has two entrances on public streets. Kenhorst Boulevard is a minor arterial street capable of accommodating all types of emergency vehicles.

The City recently rezoned the neighborhood for R-2 residential use, allowing for low density residential use. The City has received a number of responses to the Notice of Interest requested during the outreach period. These expressions of interest included a homeless shelter and government uses. These considerations must be balanced by the character of the neighborhood and its zoning, community needs, the reuse potential of the existing structures, and the City's need for ratable properties. Indeed, with approximately one-third of the City in tax exempt use of one type or another, it would be a positive to have this site as a ratable.

Thus, the consultant team must evaluate the condition of the buildings, assess the community needs and objectives, review and determine the feasibility of the Notices of Interest, and based upon these findings, develop a reuse alternative, strategy and implementation plan.

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

Project Approach

If you don't know where
you're going, you might
not get there.

Yogi Berra

The **SWIGER CONSULTING** team approach to the facilitation and development of the Reading Navy/marine Corps Reserve Center reuse plan will fuse strong traditional planning, economic development, and facilities assessment experience with design skills. Our strong land use, design, economic development and research capabilities, an implementation-oriented approach, and our proven ability to identify the best disposition mechanism and strategy will build from a solid foundation to create a viable, implementable, and responsive plan.

Our approach to redevelopment planning is relatively simple. Beginning with careful scoping, we ensure timely completion and clear understanding of roles, responsibilities and deliverables. Early development of a thoroughly researched inventory and analysis and market assessment provides the basis for understanding community assets, opportunities and challenges. Regular meetings with the LRA, project stakeholders, and community leadership are facilitated with the use of high quality graphics, clear explanations and open discussion of issues. Finally, development of a detailed action plan and careful facilitation of the public endorsement and adoption process ensures that the LRA and its partners have a blueprint for implementation and success. With many of our clients, we have established ongoing relationships after plan adoption to assist them in achieving their goals by securing funding for and providing other services to help guide plan implementation.

Our team recognizes the importance of developing a clear, viable and widely accepted reuse plan. We have extensive experience working with municipalities, redevelopment authorities, and counties, helping them to create a strong economic

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

future by building on existing assets and market opportunities. The action planning process we suggest will identify carefully planned, actionable and fundable initiatives that leverage the support of local property owners, community groups and other private sector partners and demonstrate strong and informed community support.

The Marine Reserve Center presents a unique set of opportunities and challenges for reuse. This is an excellent site in a residential neighborhood with proximity to a major hospital. Though the solution may be found in one major project, this team will probe the potential for a series of projects and uses that build on the significant assets of the area.

Our team members have established a growing reputation for excellence, based in large part on the talent and creativity of our staffs and on our ability to partner effectively on project-specific consultant teams. The team approach allows us to bring together leading professionals in urban design, economic analysis, transportation and infrastructure engineering and project marketing to ensure that the LRA has access to cutting edge talent and strength across all required disciplines. In delivering the scope of services outlined below, our team will clarify community issues, identify realistic options and solutions, facilitate choices, build consensus, prioritize actions and define achievable implementation strategies. The firms on our team share a strong action-oriented approach that balances community aspirations for sustainable economic growth with strategies that support affordable housing choices, create vibrant neighborhoods and preserve critical assets.

In developing a Marine Corps Reserve Center Reuse Plan, we will work closely with the LRA, public and private partners, and other project stakeholders to arrive at a plan that will:

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

Be Partnership Based – Any plan, no matter how elegant in its response to the arcane world of economic development is only as successful as its ability to attract private activity. At the same time, no matter how well crafted, this plan if not perceived by corporate partners to be beneficial, will not be successful. The LRA's plan should build upon the talents and opportunities provided by its existing network of public, private and non-profit partners. New efforts should advance opportunities for existing businesses as well as creating new development alternatives. The redevelopment plan must contain both reactive and proactive elements with respect these objectives and provide a coordinated blueprint for marketing, land use and operations.

"Make not little plans; they have no magic to stir men's blood and probably themselves will not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will never die, but long after we are gone will a living thing, asserting itself with ever-growing insistency."

- Daniel H. Burnham
(1910)

Be Regionally Relevant - A strategy for economic growth must focus on the area's distinctive strengths. The performance of a region is a function of the strengths that distinguish it from, or make it competitive with, other parts of the state and with other regions. A key step for economic growth is to build on the region's existing resource base. Additional attention must be paid to the quality as well as the quantity of the jobs being created. Far flung efforts to invent novel identities, unmindful of the region's competitive strengths, rarely succeed and can put substantial public investment at risk.

Be Visionary - Achieving long-term economic development impact should be a major focus of the redevelopment plan. When a piece of real estate is developed by a private entity, success is defined by profitability. For the LRA, the bottom line may be determined by the site's ability to attract appropriate development that will contribute to regional economic growth, expand job opportunities and increase efficiencies, while enhancing and preserving critical historic and cultural resources. Capital investment in infrastructure should enable efforts to enhance these opportunities. However, meeting identified community needs for recreation or public

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

facilities, or providing housing may emerge as important drivers in the reuse process.

Be Implementable - The development plan must provide a concrete and implementable agenda. Approaches to challenges such as site configuration, parcelization, possible contamination and market issues must be well thought out and provide realistic solutions. The plan will outline a blueprint for action with accomplishable goals, some of which may be commenced in the near future. It will be particularly important to establish and maintain a clearly defined sense of purpose and focus as the Marine Corps may not vacate the facility until 2010.

We believe that our team is uniquely well qualified and well organized to produce a clear and compelling redevelopment plan that will reflect the guiding principles detailed above. As discussed in the following sections of this proposal, the team's organization capitalizes on the strengths of each team member and will allow us to attack a range of projects and challenges effectively and efficiently. We anticipate working closely with key project stakeholders to take full advantage of the local resources available in this implementation planning process.

Reading, Pennsylvania LRA

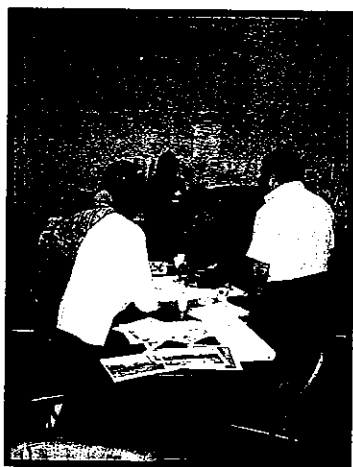


Navy/Marine Corps Reserve Center Reuse Plan

Scope of Work

Pursuant to the Request for Proposals, we have proposed a work plan that represents our approach and methodology and serves as a practical guide to the various steps that we feel are important to create a successful Reuse Plan for the LRA. Completion of these analytical, assessment and planning steps will result in a market assessment and land use action plan that transitions seamlessly into an implementation strategy that will affect real and substantive change in the physical and economic landscape of the area. The action plan will be supported by high-quality graphics that will visually demonstrate the potential of the area and a marketing plan that will identify specific redevelopment opportunities and strategies. This work plan represents a basic methodology that we have utilized with great success elsewhere, tailored to meet the unique characteristics, challenges and opportunities associated with the LRA and the City.

Please note that a chart detailing the tasks to be performed and the level of effort of each member of the consulting team was presented earlier. The reader is referred to that table.



Task 1 Project Commencement

The **SWIGER CONSULTING** team will work with the LRA to define the overall objectives and critical issues at the outset of the work program and establish an effective process to accomplish the project goals for the LRA and City of Reading. The project commencement task will begin with a scoping session with LRA staff. It will also include the finalization of the public participation process to set the stage for the entire project and its ultimate success. Our team will identify both the technical and the process-oriented issues, considering the dynamics of the

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

neighborhood, the City as a whole and its role in the regional setting.

During the project scoping meeting, we will seek an agreement regarding project deliverables; the format, structure and proposed delivery dates of narrative documents, maps, and other products to be developed. Other agenda items will address project schedule, frequency of progress meetings and work sessions, roles and responsibilities, budget and the use of survey instruments and other methods of eliciting additional public input.

To facilitate timely completion of the Marine Corps Reserve Center Reuse Plan and to ensure the tight coordination of team members, we will prepare a detailed project work plan drawn from the approved scope of work as refined during the project scoping session. This work plan will break out each task to be accomplished, identifying the staff or local resources needed and the time frame for completion. The outline will guide the work of all team members and will assist in the tight integration of work elements and completion time frames.

Product: Summary memo outlining LRA goals, project roles and responsibilities, the project work plan and schedule and a description of the key players in the planning process

Due Date: Ten days after Kick-off meeting

Task 2 Prepare a Facilities Assessment

A successful reuse plan must build on the existing assets of the site, while addressing the challenges to new development and economic activity. The Reserve Center offers considerable assets including location, transportation access, proximity to the hospital, and proximity to attractive neighborhoods.

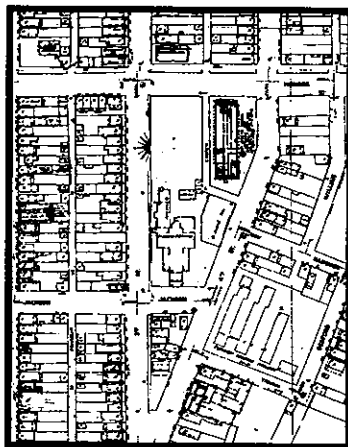
Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

The inventory and analysis will be lead by C.S. Davidson and TKS Architects, both of which have significant experience in this type of review and assessment. These firms will document the physical environment, including streetscape, building condition, transportation, and infrastructure facilities and capacity. They will be assisted by both RPA and TRG in this work.

It is very important to know the condition of the mechanical and building systems in order to evaluate the NOI statements and to determine the range of viable reuse options for the buildings. Also, Kenhorst Boulevard is a minor arterial road which passes through a predominantly residential neighborhood. Though the street is a short-cut for some travelers, and there are commercial uses near the site and a State Police barracks across the street from the site, traffic volumes appear to be nominal and the traffic impact of any reuse option should be assessed. At the same time, Mr. Flynn and Dr. Swiger will examine the base from a general economic development and planning perspective. All of this work will identify the issues, opportunities and challenges that the Reuse Plan must address.



Our approach to this site reconnaissance and data gathering task will be to focus our efforts according to the critical issues and likely futures for the key development and redevelopment opportunities identified in the project commencement task. Over the course of the project, we will continue to study the site and collect specific information as needed to shed light on our analysis and recommendations.

More specifically, this task will include:

Building Assessment – The consulting team will conduct a detailed inventory and assessment of existing buildings on the base using the assessment data base. Specific components of the inventory will include building name, construction date and materials, number of floors, gross square footage,

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

original and current uses, condition and reuse potential. We will also assess how buildings on the site comply with local civilian building codes and any problems that code issues might pose for reuse.

Land Use, Zoning and Code Considerations

As groundwork for land planning and design, the team will increase its familiarity with the city as a whole, urban areas, and future development sites, analyzing public access, vacant land parcels, land use, building massing, neighborhood character and housing stock, property ownership, infrastructure, zoning requirements, important view corridors, pedestrian and vehicular circulation and gateways, and recreational resources within the city and immediate surroundings. We are especially concerned to review, understand, and incorporate the City's Comprehensive Plan and revitalization efforts into our thinking. The input of Mr. Graybill, from C.S. Davidson will be especially useful in this function.



Infrastructure Assessment

The consultant team will evaluate the role that infrastructure can play in fostering the reuse of this site. Consideration will be given to the full range of utilities and facilities in the district, including water and sewer systems, power, heating and cooling, telecommunications, and transportation. The evaluation will include an inventory of existing conditions, including the definition of opportunities and constraints associated with each component. The opportunities and constraints, such as condition and capacity, will help to define the realistic market opportunities that could emerge.

Transportation Assessment – As noted Kenhorst Boulevard is an active secondary artery street. Given the character and zoning of the neighborhood, our team will be very conscious of the impact of proposed uses on the traffic in the area. Transportation enhancements can improve the environmental sustainability and the ease of

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

movement in the study area, though we have sensed community concerns about the impact of increased traffic with any sort of intensive commercial development. Transportation decisions are key since transportation resources are focal points for urban neighborhood vitality.

Environmental Issues – Members of our team will review all existing environmental investigations and related documents addressing land in the study area to determine potential impediments to development. We do not believe from general observation and the uses of the facilities and site over time that any significant contamination issues are present. However, if we determine that this might be the case we will prepare a written chronology of the investigations for the study area and prepare a summary of findings and recommendations. Recognizing that certain land uses require a higher level of remediation than others, this element will also summarize remediation guidelines by potential land use and identify the opportunities and constraints to development for specific parcels, properties or sections of the study area.

Analysis of Issues, Opportunities and Challenges – Each section of the report outlined above will include an analysis of the redevelopment issues, opportunities and challenges for the site. This analysis will serve as a thumbnail summary of the issues raised in each chapter of the study area profile. We will prepare a written report to advise the City of the current condition of the buildings and property and recommend upgrades and changes necessary to bring the property up to code for civilian use, including estimated costs for such changes.

Product: A draft Study Area Profile that includes a complete inventory and analysis of existing conditions including land uses, development patterns; utility, transportation infrastructure; and building inventory

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

Due Date: Assessment to commence in the first month of the engagement with completion by end of second month. Draft report prepared in the third month. Presentation in the middle of the fourth month

Task 3 Prepare a Community Needs Analysis; Community Goals and Objectives

Based upon the team's experience in base reuse, economics, and economic development, the consulting team will prepare a Community Needs Assessment that will identify economic development opportunities that will support the surrounding neighborhood and be compatible with community needs and desires. Led by Mr. Flynn, team members will review existing planning documents and other documents and materials germane to the subject and the area. The RFP indicates that a number of surveys and materials prepared by civic and community groups and elected officials are also available, and these will be reviewed and factored into our findings.

Mr. Flynn and the team will discuss community goals and objectives with key City staff and officials and evaluate these goals as they relate to potential reuse and redevelopment of the Center. The objective is to maximize the benefits to the region, the citizens and the City, as well as incorporating the homeless needs per Federal legislation.

Team members will discuss this task in particular with City staff as the project begins and we will keep the City apprised of our findings as we proceed with this work.

Product: A written report describing the community goals, objectives and needs as they relate to the

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

potential reuse of the Reserve Center. We will describe which proposals or ideas are consistent with state and local plans for the reuse of the facility and what benefits the transfer of the property can achieve for the area residents, the City as a whole, and the region

Due Date: Work to commence in the first month of the project and be completed by the end of the second month. Draft report circulated to City staff in the third month with discussion to be conducted during a meeting in the fourth month

Task 4 NOI Assessment; Review of Environmental and Legal Issues

This task is an expansion of the task described in the Request for Proposals. Our team feels that the LRA should undertake this task early on in the process so that these issues do not emerge at a later date, causing revisions to well-thought ideas and well-laid plans.

The review of NOIs and the homeless screening is not a complex undertaking, but does require a focused effort to determine the extent of homelessness in the area, a concerted outreach effort to inform homeless service providers of possible access to facilities on the former military installation, an assessment of the impact of homeless assistance programs on the adjacent neighborhoods (and measures taken to mitigate any negative impacts), a discussion of how the homeless assistance efforts balances other development activities and documentation of these outreach efforts. Copies of any agreements between the LRA and homeless assistance providers are also required for this submission to HUD and the military department.

Much of the statistical and current program data is readily available from the area's Continuum of Care

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

materials and/or the current 5-Year Consolidated Plan, which participating jurisdictions file with the Department of Housing and Urban Development. Dr. Swiger, who has experience in working with the Consolidated Plans as well as Housing Elements in Comprehensive Plans and Fair Share Housing Programs, will work with the Kutak Rock staff in assessing this data and preparing a response.

This information will be assessed and the needs of homeless providers factored into the consulting team's thoughts and direction as reuse planning moves forward. The consulting team will prepare the homeless screening submission for the LRA, ensuring that it contains all of the required items.

Based upon our experience in working on project reviews, we will establish review criteria for the various NOIs, and review each in that light, noting the merits and weaknesses of each, considering the overall goals and needs of the City.

In addition, Mr. Steinberg will evaluate the environmental reports provided by the Navy to determine what, if any, actions are necessary with respect to environmental concerns. The RFP and subsequent discussion do not indicate that this is a high potential issue, but the matter should be considered.

Also, we note that the transfer and conversion process can become complicated as there are many nuances and details that must be addressed as the process moves forward and title is eventually transferred. Mr. Steinberg will provide the LRA and City officials with an overview of the key issues, steps and processes, as well as information about conveyance mechanisms and DoD requirements, so that the City and the LRA are knowledgeable about the process and thus minimize complications and delay as the process moves forward.

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

Product: Conduct the necessary research and activities to prepare the required elements for a homeless submission to the HUD Field Office, HUD Headquarters and the Navy. Prepare an overview of the acquisition/conveyance process, noting key points and pitfalls to be avoided

Due Date: Work will commence in the second month of the project, research and field work be completed by the end of the third month, the topic integrated into the meeting to be held in the fourth month, and the submission prepared and submitted with the Final Report

Task 5 Prepare an Economic Profile and Feasibility Study

Based in particular upon Mr. Flynn's experience base reuse and Dr. Swiger's experience in corporate site selection, economics and economic development, the consulting team has identified a number of key decision factors used in making reuse, location, and expansion decisions. These include factors such as:

- Economic base
- Labor market
- Location and other geographic parameters
- Infrastructure

Each of these has a variety of components and aspects, and each typically plays a different role at various points in the location decision process. Further, some of these factors are well within the control of the community. Others are a function of state or regional organizations or entities, and cannot be significantly influenced by local actions; however, their impact must be incorporated into the reuse planning effort.

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

The data for the Economic Profile and Feasibility Study will be gathered from 2000 Census data, research in printed materials, proprietary databases, and Web sites to develop the demographic, economic, and financial information required. In addition information from existing studies, reports, and assessments will be reviewed and included as appropriate. The team will examine the economic structure of the City, as well as patterns of business change in the region.

We will also assess other indicators of economic vitality such as the size and age of the community housing stock, unemployment, family and per capita income and projections, median age of population now and projected, and the percentage of population in poverty.

All of this data will assist in painting a picture of the City now and into the future and in identifying key issues, opportunities and challenges. We will thus provide an overview of the area economy, reasonable projections, and their impact upon the future of the area. The area's attributes will be analyzed in the context of the general economic development marketplace, so that the regional, national, and international factors affecting the local economy can be seen and understood. This information will be assembled and analyzed in order to prepare a market demand for a range of potential uses for Reserve Center site and facilities. These uses will be economically viable and appropriate to the subject area and the community.

We will also examine and note a range of Quality of Life topics, such as the presence of recreational and cultural activities, the presence of the University, the availability of medical care, the amount and types of housing, and other pertinent topics impacting location decisions.

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

The Feasibility Study will thus provide a profile of the City, including:

- An overview of the economic problems confronting the City,
- The identification of those factors that are positives for attracting and retaining firms in Reading,
- The identification of the factors that require attention or enhancement
- An overview of Reading from the site seekers perspective,
- An understanding of the competitive advantages and market position that the LRA and the City can employ

The Economic Profile and Feasibility Study will take into consideration the findings of the Facilities Assessment and the Community Needs Analysis in defining the range of potential reuse options, as well as evaluating the resources that the community has available to convert this site to an asset.

This task will result in the preparation of a document describing ranked conceptual redevelopment plans or options for the building and site, including some preliminary sketches or renderings of the project. We will also prepare some preliminary estimates of the costs associated with the anticipated development.

Product: A draft Economic Profile and Feasibility Study that characterizes the competitive position of the City and the Reserve Center site in particular. Preparation of a document that describes the highest potential reuse option and the cost associated with it. Meeting to present findings to the Steering Committee as described in the following task

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

Due Date: Research to commence in the first month of the engagement with completion by end of third month. Presentation in fourth month

Task 6 First Presentation – Assessments and Recommendations

By the end of the third month of the project, the consulting team will be in possession of much information about the site, community needs and desires, and will have reviewed and evaluated the NOI materials. We will have provided draft documents concerning the Community needs Analysis, the Facilities Assessment, the review of the NOIs and materials concerning the environmental and legal issues we have identified.

At this point we propose to conduct a full-day meeting with the LRA, appropriate City staff and officials and other stakeholders that the City identifies. Our staff will review the various documents and work products, discussing them with the client. We will review the NOIs and analyze them in detail for the LRA, answering any questions that might emerge. We will also provide our observations and comments about the reuse potential of the site, based on our observations and work to date.

We will expect a full exchange of ideas with the LRA and the staff and will gain insight and perspective from this feedback. We will use any comments and suggestions to finalize the respective documents, and to set the stage for the development of reuse strategies in the next task.

Product: Meeting to review and discuss findings and recommendations to this point in the project. Feedback to prepare for strategy development

Due Date: The middle of the fourth month of the project

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

Task 7- Develop Alternative Reuse Strategies

This consulting team excels in its ability to understand multiple perspectives, and drawing upon our own experience, to translate these into realistic options for on appropriate futures. By understanding the relative priorities for the community, we can identify the unifying elements around which we can build a reuse plan. The consulting team, led by TPA, will define and detail a reuse alternative that appears to have both economic/market viability and public interest or support. We will use the research findings, economic analysis, community needs analysis and stakeholder feedback to craft a strategic option for the site that will serve as the basis for discussions with the community and with the LRA.

We will work with LRA staff and the City to discuss the project ideas and concerns noted earlier to ensure that they still make sense in terms of the research to date. If necessary, the goals and objectives will be revised to accomplish the project vision in light of the identified needs, market opportunities, environmental constraints and public reaction to the findings to date.

Our team will consider a range of practical and realistic reuse options, selecting the one reuse alternative that appears most viable, and examine that option in detail. Our analysis of that option will then consider:

- The economic feasibility of opportunities identified in the economic and market analysis
- The most appropriate land uses, development types and densities, as well as impacts of adjacent land
- An economic analysis of the proposed development scenarios in terms of property and sales tax revenues, number and types of jobs created, and associated economic impacts on the region

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

- An estimated development cost associated with the desired development
- Any infrastructure improvements needed to support the proposed development alternatives including transportation systems, water, sewer, utilities and telecommunications
- Environmental impacts of any new development and required level of environmental cleanup to accommodate proposed uses
- Overall benefits to the community and region

We will also prepare and use as a benchmark a baseline real estate market analysis for the preferred type of use for the site.

Product: A Technical Memorandum describing a viable and practical reuse alternative for the Reserve Center site

Due Date: The mid-part of the fifth month of the assignment

Task 8 Second Presentation – Redevelopment Strategy

The consulting team will prepare the document described above and provide copies to the LRA, City staff and other appropriate parties in advance of a meeting at the end of the fifth month of the project.

Our objective is to present this alternative, discuss it in some detail with the LRA, respond to any questions and make note of any feedback or comments. All of this feedback will go into refining the final reuse plan.

Product: A Technical Memorandum describing in some detail, the preferred reuse alternative for the Reserve Center

Due Date: The latter of the fifth month of the assignment

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

Task 9 Redevelopment Plan Formulation

Having worked closely with the LRA, the City staff, and other stakeholders, the consulting team will use the research, Technical memoranda and feedback to prepare the Recommended Reuse and Redevelopment Plan.

This plan will incorporate the various items listed in the RFP, including:

- General Land Use and Circulation Plan
- Investment Requirements
- Review of Environmental Conditions and Environmental Remediation Requirements
- Zoning Policies and Regulations
- Code Compliance Requirements
- Market Demand
- Balance Between Homeless and Economic Development Needs
- Infrastructure Requirements and Constraints
- Potential for Shared Services
- Homeless Assistance Submission
- Implementation Phasing

Product: *A Redevelopment Plan describing in detail, the preferred reuse alternative for the Reserve Center, and the subjects described above*

Due Date: *The end of the sixth month of the assignment*

Task 10 Assessment of Fiscal Impacts

The consulting team will prepare general estimates of the costs of any changes or improvements needed to make the facility viable for reuse and to bring it into compliance with current regulations and codes. Team members, led by **SWIGER CONSULTING**, will consider demolition of some or all of the structures as necessary, to accommodate the redevelopment plan.

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

In light of the requirements for redevelopment, the team will identify the entities which may be responsible for such actions, including the City, the County, the state, or potential tenants. We will then outline how the LRA can cover these expenses, whether through grants, loans, or developer fees or costs. These costs will be noted in the context of potential revenues that would flow to the City or other entity through the reuse of the site. We feel that one major objective for the project is to create a ratable for the City, thus maximizing the possible return to the City over time.

Product: *An overview analysis of the costs to the City or other entities for the redevelopment/reuse of the site and facility with recommendations about means to cover or recover these costs*

Due Date: *The end of the sixth month of the assignment*

Task 11 Third Presentation – Recommendations

The consulting team will prepare a set of recommendations, including the fiscal impact assessment in the preceding task, for the LRA and the stakeholders. The purpose of this task is to summarize all of the parameters of the study and ensure that all issues are fully evaluated and presented, especially the financial aspects of the plan. This document will be submitted for review by the LRA early in the seventh month of the assignment. We anticipate conducting a meeting with the County and selected other parties to review and discuss the strategies presented.

The key members of the consulting team will attend this session to answer questions, to provide insight and to answer any questions.

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

Product: A comprehensive set of recommendations, especially evaluating the entire reuse project in light of financial issues and considerations

Due Date: Early in the seventh month of the assignment

Task 12 Prepare Draft Report

Having received continuous feedback on the plan, we do not envision much difficulty in preparing a complete draft report for the LRA in a very short period of time. We recognize the need to have the plan complete by the spring of 2009, and will orient our preparation of all materials toward the final product.

The purpose for this draft document is to provide the LRA with an opportunity to review the plan prior to publication.

Product: A complete draft document for review

Due Date: The middle part of the seventh month of the assignment

Task 13 Final Report and Presentation

After receiving any comments or suggestions, the team will prepare and deliver a presentation of the finalized strategy to the LRA. We plan to complete the draft in the seventh month of the assignment and to conduct the presentation late that month. We are happy to make a presentation to the City and key partners or stakeholders and then a presentation to the general public, if so desired. If the LRA prefers we can make one presentation to both constituencies.

We will provide two printed copies of the document as well as two copies of an electronic version on a

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

CD. The document will be in a format so that it can be added to the LRA Website, if desired.

Product: *A complete document in both hard copy for printing and in an electronic format. Also at least one presentation to the LRA*

Due Date: *Late in the seventh month of the assignment*

City Staff Involvement

The consulting team will rely upon the City staff and the LRA to arrange for and publicize public meetings, and to assist in obtaining documents and materials from City or other government sources. We will also count upon the City staff to provide such liaison as is necessary with the Department of Defense, OEA staff, and to facilitate the distribution of draft documents and materials to the LRA and other parties, as appropriate or necessary.

Reading, Pennsylvania LRA



Navy/Marine Corps Reserve Center Reuse Plan

Rationale for Selection

There are four reasons to select the **SWIGER CONSULTING** team for this assignment:

- ✓ We bring a national perspective to this project, based upon our extensive experience in base and facility reuse and economic revitalization projects
- ✓ Our local team members provide not only technical expertise, but an in-depth knowledge of Reading and south central Pennsylvania
- ✓ We have the "site seekers" perspective, and understand what developers and end users want and need for a successful reuse project
- ✓ Our team provides the LRA with value added service, especially through our team's knowledge and experience in the often complex legal aspects of the base reuse process

APPENDIX A
Firm Qualifications

SWIGER CONSULTING, INC.

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Stroudsburg, Pennsylvania 18360
Telephone & Fax: 570/620-1636 e-mail: saswiger@ptd.net
www.swigerconsulting.com

PREFACE

SWIGER CONSULTING is an independent consulting firm providing economic development, planning, financial feasibility, marketing, grant and proposal preparation, program management, and real estate and financial analysis services to organizations in both the public and private sectors. We have applied our experience, skills, and education to a diverse range of projects for thirty years. As independent consultants, the firm is dedicated to providing the highest-quality, client-centered services on time and within budget.

SERVICES PROVIDED

Economic & Community Development, Planning, and Smart Growth

- Reuse/Revitalization, Smart Growth, and Planning Studies
- Economic Development Strategies and Action Plans
- Competitive Assessments, Target Industries Studies, Marketing Strategies
- Brownfields Revitalization Planning and Programs
- NJ Council on Affordable Housing – Housing Elements/Fair Share Plans
- HUD Consolidated Plans
- Shared Services Analyses

Financial, Economic, and Marketing Analyses

- Financial Feasibility Studies
- Market Analyses and Marketing Strategies
- Economic Impact Studies

Real Estate and Financial Analysis

- Target Area Cost Modeling
- Acquisition or Lease Analysis

SWIGER CONSULTING, INC.

Qualifications
Page 1 of 6

RELEVANT SKILLS

Research – the ability to know what data is required, and where to obtain it in a timely and organized fashion

Understanding and Interpreting Data – the ability to select and focus the appropriate or necessary data to make a case

Writing/Presentation – the ability to tell the story, develop an argument, or make the case that is called for

Teamwork – the ability to work well with professionals in other fields in an inter-disciplinary, and often time-sensitive environment

Project/Client Understanding – the ability to listen to the client, understand the client's needs, and provide practical solutions and tangible results

Client Communications – the ability to respond quickly to client needs and circumstances

EXPERIENCE

Financial, Economic, and Marketing Analyses (Site or Area Specific)

Feasibility Studies, Market Analyses, and Marketing Programs

- Linden, NJ St. George's Avenue Corridor Redevelopment Opportunities Study
- Kingston, NY Waterfront Revitalization Analysis
- Port Authority of the US Virgin Islands, Financial Feasibility Study of Crown Bay Pier Expansion and Retail Complex Development (to support bond underwriting)
- Hudson County, NJ Biotechnology Feasibility Study
- Lawnside, NJ Cyberdistrict Assessment and Feasibility Study
- Hudson County, NJ Foreign Trade Zone Market Feasibility Study
- Mountville (PA) Community Center Feasibility Study
- Pine Grove (PA) Library & Technology Center Financial Feasibility Study
- Monroe County (PA) Eco-Industrial Park Financial Feasibility Study
- Union County, NJ Global Freight Village Feasibility Analysis
- Digital Century Science Park (Newark, NJ) Market Analysis
- Mount Holly, NJ, Financial Feasibility Study for Proposed Community Center
- Salem, NJ Building Office Building Feasibility Study
- Parkside Neighborhood (Camden, NJ) Market Analysis for the NJ Housing Mortgage Finance Agency
- Port Authority of the US Virgin Islands, Financial and Market

- Feasibility Study of Fast Ferry Service Between St. Thomas and St. Croix
- Paulsboro, NJ Socio-Economic Influences on Real Estate Values and Housing

Economic and Community Development (Site or Area Specific)

Reuse/Revitalization, Land Use, Smart Growth, and Planning Studies

- Palm Beach County, Florida Industrial Land Use Analysis and Municipal Zoning Toolkit
- Cincinnati-Portsmouth (OH) Rail Line Evaluation
- Philadelphia (North Delaware) Industrial Land Use Analysis
- Lake Havasu City, Arizona Bridgewater Channel Area Redevelopment Analysis and Alternative Plan
- Linden, NJ Infinium Site Redevelopment Plan
- Schuylkill Haven, PA Downtown Revitalization Study
- Port of Camden, NJ Land Use Analysis and Plan
- Frackville, PA Downtown Revitalization Analysis
- Freeland, PA Economic Growth and Marketing Plan
- Lansford, PA Economic Development Strategy
- Ogdensburg, NY Waterfront Revitalization Study
- Clarksville, Virginia Downtown Revitalization Strategy
- Newburgh, New York Revitalization Study
- Saginaw, MI Shopping Center Revitalization Study

Competitive Assessments, Target Industries Studies, Marketing Strategies

- Schenectady, NY Brownfields Pilot Target Industry Analysis
- Woodland Township, NJ Site Assessment, Target Industry Analysis and Marketing Plan
- Berks County, PA Site Analysis and Targeting Study
- Delaware River and Port Authority, Camden (City) Gateway Assessment and Targeting Analysis, and Marketing Strategy
- Hudson County, NJ Competitive Analysis, Target Industries Study, and Marketing Program
- Delaware River and Bay Authority Competitive Assessment, Target Industry Identification, and Marketing Strategy
- Western Mecklenburg County (Virginia) Competitive Assessment, Target Industry Recommendations, and Marketing Strategy
- Clarksville, Virginia Downtown Target Industry/Business Development Recommendations
- Passaic, NJ Urban Enterprise Zone Target Industries Study and Marketing Program Implementation
- Newburgh, New York Competitive Assessment and Marketing Strategy
- Seneca County, NY Targeted Industries Analysis and Marketing Program Development

Economic Development Strategies

- Hudson County, NJ Comprehensive Economic Development Strategy (CEDS) as well as Yearly Updates; Economic Development Element of Strategic Revitalization Plan
- Sussex County, NJ Site Identification, Industry Targeting, and Economic Development Strategy
- Union County, NJ Comprehensive Economic Development Strategy as well as Yearly Updates
- Passaic County, NJ Comprehensive Economic Development Strategy
- Camden County, NJ Comprehensive Economic Development Strategy
- Burlington County, NJ Comprehensive Economic Development Strategy
- St. Croix, US Virgin Islands Economic Development Action Agenda
- Alleghany Highlands (Alleghany County, VA) Comprehensive Economic Development Strategy
- Gloucester County, NJ Economic Development Action Plan
- Seneca County, NY Economic Development & Diversification Strategy
- Cobb County, GA Economic Development Strategy
- Passaic, NJ Urban Enterprise Zone Long-Range Plan

Brownfields Revitalization Programs

- Hudson County, NJ Brownfields Project Economic Development Assistance -- community revitalization plans, site selection criteria, site profiles, financial resources analysis
- Morris County, NJ Brownfields Project Economic Development Assistance -- community revitalization plans, community outreach and education, site selection criteria
- Pennsauken, New Jersey Brownfields Pilot Administrative and Economic Development Assistance -- site selection criteria, site profiles, and end use planning as well as administrative support
- Elmira, NY Brownfields Pilot Project Administrative Assistance -- administrative assistance, reporting and project monitoring

Economic Impact Studies/Shared Services Analyses

- Linden, NJ - ISP Corporation Impact of Proposed Use of Site
- Port of Camden Economic Impact Analysis
- Mount Holly, NJ Impact of Proposed PILOT by Health Care Provider
- Harlingen, TX Container Cargo Operation Feasibility Analysis
- North Wildwood, NJ Shared Services Feasibility Study
- Gloucester City, NJ Shared Services Feasibility Study
- Merchantville, NJ Investigation of Potential for Shared Services
- Various Redevelopment Studies - Assessment of the Municipal Revenue Impacts of Redevelopment Projects

Community Development/Affordable Housing

Council on Affordable Housing Planning

- Union Township, Union County Housing Element Update and Fair Share Plan Development
- Sandyston Township Housing Element Revisions and Fair Share Plan Development

Town of Cary, NC, Affordable Housing Plan Development

HUD Consolidated Plans and Related Analyses

- Union County, NJ (2005)
- Union Township, NJ (2000 & 2005)
- Hudson County, NJ (2000 & 2005)
- Morris County, NJ (2000)
- Bayonne, NJ (2005)
- North Bergen, NJ (2000 & 2005)
- Bridgeton, NJ (2000)
- Vineland, NJ (2005 and 2005)
- Millville, NJ (2005)
- Woodbridge, NJ (2000 and 2005)
- Old Bridge, NJ (2005)
- Lower Merion, PA (2005)
- Gloucester County, NJ (2005)
- Township of North Bergen, NJ Analysis of Impediments to Fair Housing
- Bristol (CT) Housing Authority Elderly-Only Designation Application

Research for Grant and Proposal Applications

Federal Program Funding

- Linden (NJ) Fire Fighting Equipment Grant (Federal Emergency Management Agency)
- Hudson County, NJ Brownfields Assessment Demonstration Pilot (US Environmental Protection Agency)
- Hudson County, NJ Brownfields Cleanup Revolving Loan Fund (US Environmental Protection Agency)
- Cumberland County, NJ Youth Opportunities Grant (US Department of Labor)
- Hudson County, NJ Lead Hazard Mitigation Program (US Department of Housing and Urban Development)
- Burlington County College (NJ) High-tech Incubator Grant Application
- Brownfields Pilot Applications (2002-2003) for Rahway, Roselle, South Orange, Cranford, and Hudson County, New Jersey

Real Estate and Financial Analysis

- Real Estate Aspects of Corporate Site Location Decision
(Area Cost Model)
- Federal Deposit Insurance Corporation Loan Workouts
- Real Estate Acquisition Program Implementation



THOMAS POINT ASSOCIATES, INC.

MILITARY BASE AND MILITARY-INDUSTRIAL COMPLEX JOINT LAND USE PLANNING EXPERIENCE

TPA's expertise and experience in the redevelopment of military bases and military-industrial properties is extensive and covers a great variety of types of projects in locations throughout the United States, including the following:

- Reuse Assessments of Military Properties-Analysis of reuse opportunities of formerly military properties in Connecticut, Kentucky, Maryland, Michigan, New York, Pennsylvania, Virginia and Wisconsin. Properties have included bases, equipment production plants and weapons material processing plants, and have included buildings and land.
- Strategies for Redevelopment of Military and Military-Industrial Properties-Programs to finance redevelopment and attract developers to identified opportunities, and recommendations on implementation responsibilities among government and private-sector participants.
- Development Packaging, Solicitation and Negotiation-Assistance to military and local economic development offices in documenting development opportunities, distributing information to developers, creating competitive interest in properties and advising clients on deal terms and structures associated with property disposition.

Specific projects have included the following:

Oceana Naval Air Station, Virginia Beach, Virginia: market and real estate analysis of encroachment and Joint Land Use issues.

Portsmouth Gaseous Diffusion Plant, Piketon, Ohio: redevelopment program for the Department of Defense uranium enrichment plant.

Quehanna Complex, Clearfield, Pennsylvania: redevelopment of former aircraft manufacturing facility, with on-site nuclear power plant.



VMASC simulation Center

Fafnir Bearing Plant, New Britain, Connecticut: redevelopment of former tank manufacturing facility as a multi-use commercial and residential complex.

Langley Air Force Base, Hampton, Virginia: financial analysis of development alternatives for base expansion.

Nike Missile Facility, Newport News, Virginia: conversion of former missile site to a research center, adjacent to a nuclear accelerator.

Virginia Modeling and Simulation Center ("VMASC"), Suffolk, Virginia: redevelopment of former US Navy supply center as a computer center for warfare simulation.



TPA has been involved in the conversion of formerly military property into industrial and business parks in various locations. These parks have been developed primarily to stimulate and assist community-wide business growth. TPA staff completed a feasibility study of industrial park development of a 750-acre site, formerly an Army training center, in Mercer County, Pennsylvania, as an example. Some of the projects have been sponsored by public development corporations, foundations and other interest groups with civic motivations. These industrial parks are located in Virginia (Richmond, Hampton), Maryland (Denton), and Pennsylvania (Pittsburgh).

We have worked on a variety of large industrial projects involving extensive US Army Corps of Engineers oversight. In Jackson County, West Virginia, for example, TPA's targeting efforts provided the basis for a countywide economic strategy focusing on the wood and plastics industries. The expansion of the 30-acre industrial park by an additional 68 acres, and the development of adjacent land as an inland port on the Ohio River, offer best prospects for attracting new manufacturing that can support greater diversity in the County's economy. As a result of TPA's recommendations, the County is proceeding with expansion of the industrial park and the inland port.

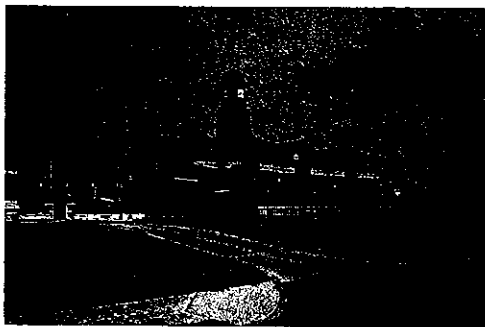
Our experience in reuse assessments of industrial properties covers both existing facilities and raw land. TPA staff has been nationally active in examining older industrial structures for their reuse potential. These structures have included steel mills, automobile manufacturing facilities, aircraft production plants, and shipyard/port terminals formerly used by well-recognized U.S. industries (Bethlehem Steel, Allied Chemical, Martin Marietta, Piper, Reynolds Metals, Fafnir, BASF Plant). These assessments have also included smaller structures (brick factory, rug company building, textile mills), as well as former institutional buildings (military base, hospital).



Reuse of industrial site,

TPA has been heavily involved in research and high-technology park, often linked to the reuse of industrial property. These efforts have included applied research related to nuclear accelerators (Newport News, Virginia). We have also evaluated the redevelopment of a DOD Supply Center in Suffolk, Virginia as the site of the Virginia Modeling and Simulation Center which features state-of-art war gaming. The firm's efforts also have included assessments of University-owned property for general research parks (University of Virginia) and reuse of former stockyard and railroad facilities (Knoxville, Tennessee).

TPA staff have conducted various large-scale reuse assignments on behalf of public entities, including military entities. These assessments have covered conversion of



Redevelopment of Amtrak station, Rensselaer,
NY

waterfront property into a multi-use project which includes industrial uses (New Orleans) and reuse of existing quarry operations into underground warehouse space for climate- and temperature-controlled purposes (Louisville). TPA has directed team efforts to evaluate complex structural and environmental issues associated with redevelopment (as in Rensselaer, New York). The wetlands question associated with large-scale development has been an important issue in several of our recent industrial evaluations (in Mercer County, Pennsylvania and Hampton, Virginia).

In addition to these industrially related efforts, TPA has provided numerous public entities with economic studies geared to understanding area-wide industrial/economic development potentials, often in connection with military property reuse. Our work has included the development of successful industrial incubator studies in Charleston, West Virginia, and Camden, New Jersey. We are currently evaluating the concept of an international incubator related to the nanotechnology industry sector in Albany, New York. In the Charleston project we secured EDA funding of \$1 million for renovation of a 40,000-square-foot structure.

Our strategic assessments often are conducted citywide, along transportation corridors, river basins and/or in regional and multi-county portions of states. The assessments often include completing educational and marketing strategies, recommending linkages to existing businesses, retraining employees laid off from business and industry, organizing public-private partnerships to support economic development and the like. Successful studies have been completed in Virginia (Virginia Beach and Hampton), Michigan (Alpena County), Florida (Miami) and West Virginia (Jackson, Gilmer, Barbour and Marion Counties).

KUTAK ROCK_{LLP}

**RESPONSE TO
REQUEST FOR PROPOSAL
FOR PROFESSIONAL SERVICES
IN SUPPORT OF REUSE OF THE
NAVY/MARINE CORPS RESERVE
CENTER, READING, PA
LOCAL REDEVELOPMENT AUTHORITY**

Submitted By:
Barry P. Steinberg, Esq.
Kutak Rock LLP
1101 Connecticut Avenue, N.W.
Washington, D.C. 20036
Tel: 202-828-2316
Fax: 202-828-2466
Email: Barry.Steinberg@KutakRock.com
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September 5, 2008

ATLANTA CHICAGO DENVER DES MOINES
FAYETTEVILLE IRVINE KANSAS CITY LITTLE ROCK
LOS ANGELES OKLAHOMA CITY OMAHA
RICHMOND SCOTTSDALE WASHINGTON WICHITA

MILITARY BASE REUSE AND REDEVELOPMENT PLANNING, PAST EXPERIENCE AND QUALIFICATIONS

Kutak Rock LLP has assisted more than 50 communities in designing, developing and implementing base closure, reuse, acquisition and development plans. The Kutak Rock team is composed of federal real property, environmental law and finance experts who have more collective base closure and base reuse experience than any other private organization addressing these areas of concern. The team provides the legal and environmental expertise necessary to assure that issues of reuse planning, homeless accommodation, conveyance, interim leasing, leaseback provisions, environmental indemnity, environmental risk allocation, potential liability and financing are integrated and fully addressed as the reuse and acquisition plans are developed and implemented.

The Kutak Rock team has worked with elected officials, city attorneys, planners, engineers, utility officials, financial managers and redevelopment experts associated with military base reuse and other redevelopment projects. The Kutak Rock team has successfully negotiated on behalf of local governments with each of the military services and their disposal agencies to develop and acquire former bases. Moreover, having assisted various local authorities in negotiating and obtaining former Army, Navy, Air Force and Marine Corps base property, the firm has accrued an intimate knowledge of real estate and environmental issues at military bases and each military service's processes personnel and negotiating tactics (Corps of Engineers, Navy PMO, AFRPA).

The various phases of the base reuse process are marked by specific stages. Each phase impacts the other phases. A community's initial reuse planning decisions can impact the final reuse of the base, such as the time until the property is available for reuse, the price paid for the property and the level of environmental cleanup undertaken by the military service. Kutak Rock advises its clients throughout both the reuse planning and implementation phases of the base reuse process. This advice assists a community in streamlining the process and reusing the base in a manner that best fits the community's needs.

Kutak Rock has guided dozens of municipalities through the difficult process of developing a base reuse plan while balancing the competing needs of diverse community interests. In particular we represent or represented large municipalities in the base closure process, including, among others, the Cities of San Francisco, Chicago, Orlando, and Miami-Dade. Specifically, Kutak Rock has worked on reuse plans to redevelop military installations that involved aviation or aviation related uses (past military or proposed civilian or joint use) at Marine Corps Air Station Tustin (California), Glenview Naval Air Station (Illinois), Naval Training Center, Orlando (Florida), O'Hare Air Reserve Station (Illinois), Chase Naval Air Station (Texas), Homestead Air Force Base (Florida), Fort Ord, (California), NASJRB Willow Grove (New Jersey), Naval Air Station Alameda (California), among many others. In this effort, Kutak Rock guides the LRA through the difficult homeless screening process under the Base Closure Community Redevelopment and Homeless Assistance Act of 1994, and the submission and review of Aviation and other public benefit conveyance requests submitted during the screening process. Kutak Rock reviews base reuse options and balances competing public uses

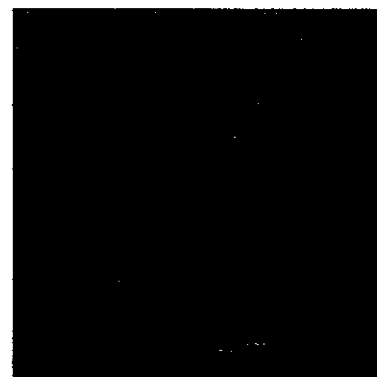
in the context of the environmental condition of the military property, the community's economic, social and homeless needs, the available federal property disposal mechanisms, and the community's options for financing the plan elements.

The environmental components that go into the acquisition and reuse of base property can be complex. In a difficult regulatory landscape, Kutak Rock has worked on environmental cleanup plans (and in some cases Early Transfers) for the Naval Air Station Alameda, Homestead Air Force Base, Fort Ord, Fort Sheridan, Fort Benjamin Harrison, several Army ammunition plants, Hunters Point Naval Shipyard, Orlando Naval Training Center and Marine Corps Air Station Tustin, among others. In our representation of these communities, we negotiated significant pollution liability insurance policies, with coverage that included traditional environmental contaminants as well as unexploded ordnance and other forms of munitions and explosives of concern. We pursued claims against the United States pursuant to the warranty of remediation that the United States provides, as well as claims arising from the indemnity that is statutorily mandated for base closure property. Our negotiations with state and federal environmental regulators have resulted in agreements limiting the purview of land use controls as components of environmental remedies and early transfer of contaminated property. Environmental notices and obligations included in the quitclaim deeds and leases provided by the military services are sensitive matters that require careful evaluation with respect to environmental risk allocation and implications for reuse and marketability.

We would be pleased to provide detailed case examples of our work on projects similar to that facing the Reading LRA.

C.S. DAVIDSON, INC.

COMPANY OVERVIEW



C.S. Davidson, Inc. is a leading engineering firm in our marketplace. With a tradition of service since 1923, we have regional offices that provide our clients with genuinely unrivaled service.

We operate with unbending integrity and strive for operational excellence in the delivery of our services. Our clients understand that we have their best interests in mind and that working with us means "value-added" right from the start. Our firm has been built on our clients' experiences working with us and the long-lasting relationships that have resulted. We demonstrate our commitment to civil engineering excellence daily and have developed a reputation for delivering a broad range of the highest-quality professional services possible.

Our staff of professionals are prepared to provide our clients with the following services:

- Municipal Engineering
- Structural Engineering
- Land Development and Site Design
- Stormwater Management Systems
- Wastewater Treatment and Collection
- Water Treatment and Distribution Systems
- Transportation Engineering
- Surveying
- Municipal Planning Services
- Construction Inspection Services
- Construction Materials Testing
- GIS Services



C.S. Davidson, Inc.

Excellence in Civil Engineering

York Office

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Gettysburg Office

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Fax (717) 337-0782

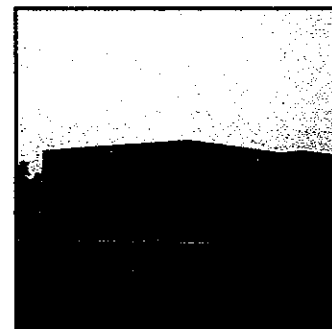
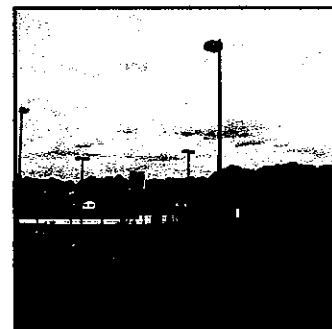
Lancaster Office

315 W. James St., Suite 102
Lancaster, PA 17603
(717) 481-2991
Fax (717) 481-8690

www.csdavidson.com

LAND DEVELOPMENT AND SITE PLANNING

Throughout our more than eighty year history, C.S. Davidson, Inc. has been involved with the design of commercial, institutional, and municipal, and residential sites. Our land development department employs a dedicated staff of professional engineers, professional land surveyors, and engineers-in-training and maintains professional registrations in both Pennsylvania and Maryland.



Our experience and technical expertise lie in:

- Site Design Services for Architects, Contractors, Other Design Professionals, and Private Clients
 - Commercial and Industrial Facilities
 - Institutional and Educational Facilities
 - Religious Facilities
 - Residential Subdivisions
- Site Development Packages for Municipal Clients
 - Municipal Complexes
 - County Complexes
 - Recreational Facilities
- Site Evaluation Services and Feasibility Studies
- Construction Phase Services, Construction Stakeout, and Site Development Inspections



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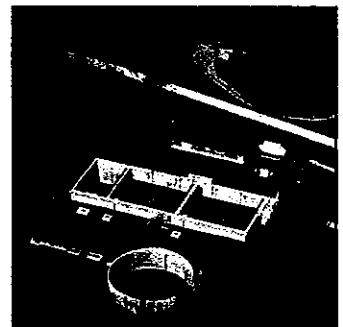
PLANNING SERVICES

As the appointed municipal engineer for numerous municipalities in south-central Pennsylvania, C.S. Davidson, Inc. has a wealth of experience in assisting the officials and citizens of municipalities with a variety of issues relating to community development and land use planning. We are equally adept at working with landowners and developers on their individual projects.



Our in-depth knowledge and experience include the following:

- **Municipal Services:**
 - Comprehensive Plans and Updates
 - Zoning Ordinances and Updates
 - Subdivision and Land Development Ordinances and Updates
 - Official Map Preparation
 - Act 537 Sewage Facility Plans
 - Act 167 Stormwater Plans
 - Joint Municipal Planning
 - Multi-Municipal Plans
 - Multi-Municipal Zoning
 - Technical Assistance
 - Zoning Enforcement
 - Grant Writing and Funding Assistance
 - Geographic Information Systems (GIS) Services
 - Data Collection
 - Mapping
 - Analysis
- **Land Development Services:**
 - Zoning Approvals
 - Ordinance Revisions
 - Neighborhood Design
 - Traditional Neighborhood Design



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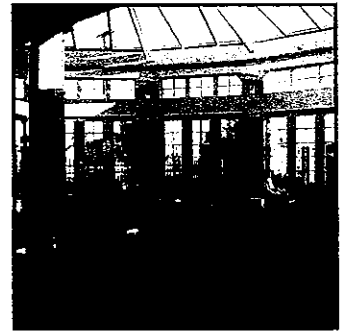
www.csdavidson.com

STRUCTURAL SERVICES

Structural engineering is an important part of our business. We provide structural design services for both public and private clients, and have extensive experience working with other professional firms as a team to ensure that the client's vision takes shape as seamlessly as possible.

We provide structural design services for:

- Commercial Office Buildings
- Institutional Facilities, including Municipal Buildings, Schools, Hospitals and Universities
- Churches
- Parking Structures, Tilt-up Concrete and Precast Wall Components
- Warehouse and Manufacturing Facilities
- Heavy Industrial Projects
- Municipal Bridge Design, Rating and Inspection
- Water and Wastewater Treatment Facilities
- Construction Phase Services
 - Plans and Specifications
 - Bidding
 - Construction Inspection



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"Service First"

TKS Architects was founded with the beliefs that for too long architects, and most of those in the practice of architecture, have forgotten that their primary product is service.

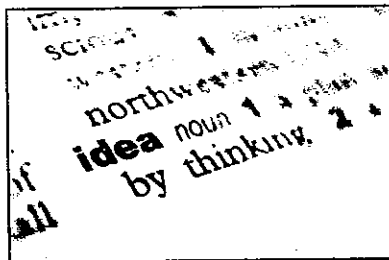
The practice of good architecture is creating successful solutions, thoroughly documenting the intention, and building well.

We strive to have each of our clients know that they are working with dedicated professionals who place value on their word and in their name.

Bringing to every project nearly 80 years of personal experience, the TKS Team is prepared to respond to your individual needs, and present to you a process, dedication, and level of service that seems long forgotten in the current world of professional design services.

Our creative and thorough master planning and feasibility study options, and conceptual design solutions, have been widely recognized for their success in terms of programmatic achievement and budgetary compliance.

Our resultant built projects demonstrate the intentional use and detailing of materials to achieve the maximum in efficiency, economy, and aesthetics.



All of our architects are members of the American Institute of Architects (A.I.A.) which requires annual continuing education credits as a condition of its' annual membership renewal.

Members of our staff hold certification by the International Codes Council (I.C.C.) as Certified Commercial Building Inspectors and Certified Plans Examiners.

Currently licensed in 14 states, TKS Architects is prepared to respond to your facility needs within any geographic area, and, with our NCARB certification, we are able to seek and acquire licensing rapidly in those areas where we currently do not hold licensure.

There are firms that specialize in the selling of architectural services, and there are firms that specialize in the service of architecture.

We would invite you to partner with us on your next project and experience the difference that a dedication to service makes.

I MECHANICAL AND ELECTRICAL PROCEDURES

The design of Mechanical and Electrical Systems for a building is a very complex planning requirement and must be carried out as a team effort with Architects, Site Engineers, Structural Engineers, Heating, Ventilating, Air Conditioning, Plumbing and Electrical Disciplines.

Our design teams for conceiving systems including Final Design and Supervision are comprised of experienced registered Mechanical and Electrical Engineers, and experienced Associates.

During our initial design concepts we analyze system options including fuel source and availability best suited for each individual project. Each system finally selected is based upon optimum value engineering that exemplifies what is best suited for each building. Optimum performance is based on initial construction cost, temperature control, lighting levels best suited for type of occupancy usage, maintenance, and life cycle cost.

Our initial design review includes building use, design parameters, design conditions, building operating hours, building aesthetics, and maintenance procedures.

Randy Paul & Associates, Inc.

II FIRM BACKGROUND

Randy Paul & Associates, Inc. is a consulting engineering firm specializing in all phases of mechanical and electrical engineering for buildings and building facilities including; heating, ventilating, air conditioning; plumbing piping distribution including fixtures and fire protection; electric power and lighting systems, fire alarm systems, security and sound systems, emergency systems and other associated equipment.

Projects include hospitals, nursing homes, grocery stores, colleges, universities, city, county, state and federal buildings, industrial, commercial, religious and recreational buildings, district school buildings and county jails.

The firm is actively registered in Pennsylvania, New York, West Virginia, Maryland, Delaware and Virginia.

The firm was incorporated in 1959 under the name of Nicholas, Cowley & Assoc., Inc. and in 1983 was purchased by the present owner who has been with the company over 40 years. This continuity of management and performance continues to provide the same meticulous attention to projects our clients have received in the past. Furthermore, as a small business firm, we assure each client and each project professional attention and concerned involvement by responsible professional personnel.

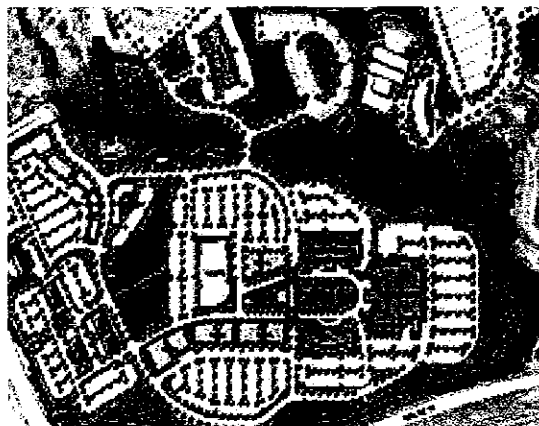
Our firm has always provided engineering systems similar to present referenced "green buildings" associated with today's present design concepts. It has always been our policy to provide engineering for our clients that are energy efficient, cost effective, and with maintenance accessibility.



Firm Overview

Driven by success, Transportation Resource Group, Inc. (TRG) has been providing consulting engineering and planning services for nearly 20 years. From our beginning, TRG has grown in size and expertise and offers a full range of transportation engineering and planning consulting services. TRG's professional engineers and planners, and support personnel work together to meet our customer's needs by providing practical solutions while keeping the highest level of quality service in mind. TRG's main office is located in York, Pennsylvania, which is strategically situated in the Mid-Atlantic Region to serve our customers.

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APPENDIX B

Resumes of Key Personnel

ERNEST SWIGER
Ph.D., MBA, AICP, NJPP

212 Acorn Lane Stroudsburg, Pennsylvania 18360
Telephone/Fax 570/620-1636 e-mail: eswiger@ptd.net

PROFESSIONAL PLANNER AND ECONOMIC DEVELOPMENT/SITE SELECTION CONSULTANT with 25 years of diverse experience, which includes developing marketing analyses and programs, conducting competitive assessments, preparing detailed financial analyses, establishing goals and objectives, and implementing practical solutions to complex problems. Work with elected officials, business leaders, and corporate executives to obtain information, to establish and achieve goals and objectives, and to implement strategies and plans. Strong computer, research, analytic, and communication skills. Work well with professionals in time sensitive, client oriented environment.

EXPERIENCE:

Project Director, Swiger Consulting, Inc., Stroudsburg, PA, 1995 to Present. Provide planning, economic and marketing research, and analytic and communications services for private and public sector clients. Use sophisticated research/analytic methodologies, mapping techniques, and superior communications skills to identify, solve, and explain complex problems and solutions.

- Conducted Planning, Market Analysis, and Business Targeting for St. Georges Avenue Corridor Smart Growth Study along the Linden-Roselle, NJ border
- Prepared Assessment of Redevelopment Plan for tourism-oriented area and developed more feasible land use and development plan, Lake Havasu City, AZ
- Prepared Economic Revitalization Plans for Frackville, and three other Pennsylvania municipalities, identifying development strategies
- Prepared Revitalization Studies for Kingston and Ogdensburg, NY, Waterfront Districts, including recommendations for retail, tourism, and open space uses
- Prepared Land Use Analysis for Palm Beach County, Florida, to preserve industrial land and job creation potential in face of residential development
- Assessed land use patterns and trends along the northeast Philadelphia riverfront in light of industry needs and changing economic conditions
- Worked with Sussex County, NJ development group to identify target industries, locate optimal sites for those industries, and engage municipalities in the effort
- Assisted Hudson County, NJ, with site identification and land use for Brownfields Pilot project and prepared Master Plan 2002, Economic Plan
- Worked with Berks County, PA, economic development office to identify industries and uses for large "Greenfield" site
- Provided planning expertise and testimony for Camden Waterfront redevelopment plan, accommodating industrial and residential land uses
- Conducted feasibility studies on leading edge concepts such as the Global Freight Village, Cyberdistricts, Biotechnology, and Technology Parks

Manager, PHH Fantus Consulting, Florham Park, NJ, 1991 to 1995. The leading national economic development and site selection consulting firm. Worked with elected officials, business leaders and boards of directors on key economic/community development projects. Applied skills and experience in planning, research, analysis and presentation to complex economic, and demographic assignments. Prepared detailed financial evaluations of real estate and cost factors.

- Positioned Orange County, CA economic development program for significant economic diversification programs and key federal funding
- Identified reuse alternatives and development options for Ft. Devens, MA, and El Toro Marine Air Corps Station, CA base closings
- Developed industry targeting and preferences for recruiting firms to the state-sponsored Global TransPark project near Kinston, NC

Swiger Resume
Page 2

Federal Deposit Insurance Corporation, South Brunswick, New Jersey, 1990 to 1991. Workout and Liquidation Consultant. Responsible for resolution of complex financial problems in \$60MM portfolio. Developed successful solutions to difficult real estate/financial issues working with property owners, legal counsel, creditors and bankers.

- Developed marketing plans for commercial, recreational and residential real estate projects, assessing market conditions, and project attributes
- Effected 100% recovery on large condominium project loan through knowledge of title insurance, borrower's abilities, and market conditions

New River Gorge Corporation, Greensboro, NC, 1981 to 1990. A nationwide real property acquisition consulting firm. Co-founder and Vice President, New Business Development. Negotiated over 700 real property acquisitions; coordinated staff, subcontractors, work and budgets. Responsible for relationship management and client responsiveness.

- Coordinated and carried out complex negotiations and closings for commercial properties, residential tracts and raw land
- Developed statistical and financial models to project firm revenues and profitability among diverse types of projects

Centaur Associates, Washington, DC, 1979 to 1981. An economic research and analysis consulting firm. New Business Development Officer and Project Manager. Conducted budget and program evaluations, including the analysis of cost and utilization data. Active in cost/benefit studies for federal clients. Prepared best and final presentations.

- Prepared cost/benefit analyses of impacts of both residential and industrial growth and development
- Prepared financial and operational assessments of government programs

Maximus, Inc., McLean, Virginia, 1978 to 1979. An economic, planning and demographic consulting firm. Project Manager/New Business Development Officer. Responsible for project management, client relations and new business generation.

- Managed study of the impact of federal land acquisition programs

Federal Election Commission, Washington, DC, 1976 to 1978. Senior Analyst, Office of the Staff Director. Provided a wide range of research and staff support to the Director and key task forces and committees

- Developed analytic framework for investigative system of reports analysis, using financial and regression techniques to identify irregularities

PROFESSIONAL AFFILIATIONS:

Licensed Professional Planner - New Jersey

American Institute of Certified Planners (AICP)

International Economic Development Council (IEDC)

Northeast Economic Developers Assoc. (NEDA)

Licensed Real Estate Broker - North Carolina

American Planning Association (APA)

Pennsylvania Chapter of the APA

N J Economic Developers Assoc.

Pre-qualified New Jersey Smart Growth Consultant

EDUCATION:

MBA, Finance and Operations, Wake Forest University, 1990

PhD, International Economics, Duke University, 1975

BA, History (with honors and academic distinction), Duke University, 1969



Thomas J. Flynn
tomflynn@thomaspont.com

Planner/Economist: Military Base Reuse and Redevelopment

Consultant to government and private sectors on economic development issues and opportunities, specializing in development and redevelopment planning for large industrial and military properties. Evaluates all types of development programs and projects for feasibility, identifying market, financial, design and structural issues and recommending preferred development approaches. Expert in project planning, financing and implementation. Consults on the organization and management of development and redevelopment entities. Former US Navy officer with experience in military planning and logistics.

Professional Experience

Thomas Point Associates, Inc.
1991: President

Annapolis, Maryland

This specialized development consulting firm addresses joint public/private opportunities, focusing on the economics of development and redevelopment of large-scale military bases and industrial properties. TPA combines skills of its principal staff with associated expertise in transportation, urban design, engineering, law, architecture, cost estimating, environmental sciences and other specialized disciplines, as needed. Areas of concentration are:

- Development planning and programming.
- Job-development strategies for military properties.
- Market research on project feasibility and reuse of military and industrial properties.
- Development studies on layout, phasing/schedule, operational and management requirements.
- Financing strategies to combine public and private investment.
- Project packaging and developer solicitation.
- Development impact evaluation.
- Client representation in negotiations.
- Expert advice and testimony in litigation.

TPA/s recent and current work includes development and redevelopment assignments in California, Florida, Maryland, New York, Pennsylvania, Texas, Utah, Virginia and West Virginia. The firm recently completed commercial site development projects in Bakersfield, California; Lakeland, Florida; and Norfolk, Virginia.

Specific project achievements have included:

- Recommended reuse programs for over ten million square feet of industrial and commercial space in twenty states and on ten military installations.
- Evaluated market and redevelopment opportunities associated with Oceana Naval Air Station, Virginia Beach, Virginia.
- Prepared reuse plan for former Piper Cub factory, a 400,000 square foot, four-building complex in Clearfield County, Pennsylvania.
- Conducted planning and implementation for \$200 million downtown redevelopment program in Charleston, West Virginia.

- Prepared reuse plan for former military property in Greenville, Pa.
- Prepared reuse program for 35-acre BASF site in Rensselaer, New York.
- Conducted market research and project planning for major waterfront hotel/visitor's center project (\$20 million) in Hampton, Virginia.
- Carried out developer solicitation/negotiation for construction of a \$50 million residential/mixed use project in air rights over a 1200-car public parking garage in Bethesda, Maryland.

Zuchelli Hunter and Associates, Inc.

1987-1991: Partner; 1981-1987: Senior Associate

Annapolis, Maryland

Advised public and private clients on all aspects of development activities. Work encompassed full spectrum of public/private partnerships including facilities development, real estate, strategic economic planning, tourism and downtown redevelopment. Advised on financing, including private investment, tax increment funding, revenue bonding and other approaches. Conducted development solicitations.

Public Technology, Inc.

1978-1980: Technical Representative

San Juan, Puerto Rico

Advised City staff and Mayor on planning and implementation of development projects, including redevelopment of historic district, land reclamation, transportation planning and adaptation of new technologies in local government operations.

Real Estate Research Corporation

1981: Senior Associate

Washington, D.C.

Conducted research on commercial and residential development support for projects throughout the United States, including international exhibit center, hotels, condominiums, shopping centers and office buildings. Prepared development strategies addressing tourism, job training, downtown redevelopment, growth control and various types of policies and programs.

Education

American University, 1981, Advanced course work in real estate finance.

Harvard University, 1974-1975, M.C.P. Degree with specialization in economic development.

Holy Cross College, 1967, B.A.

Speeches and Publications

- Fostering Entrepreneurialism, Maryland Industrial Dev. Assn., June, 2003.
- Real Estate Development Training Session, City of Detroit, Planning Department, 2000.
- Downtown Redevelopment Principles, American Planning Assn. Conf., Chicago, 1995.
- Mixed-Use Development Handbook, Management and Operations, ULI, Wash., D.C., 1988.
- Principles in Negotiating Easements, National Assn. of Coop/Condominium Owners.
- Development of Private Space in Public Garages, Intl. Parking Mgmt. Congress, 1987.
- "Foreign Manufacturers Reveal U.S. Location Decisions," Urban Land, May 1982.

Memberships and Professional Associations

Member: Urban Land Institute, American Inst. of Certified Planners ("AICP"), Lambda Alpha Land Economics Fraternity.

Board Member (2000-2006): International Economic Development Council, a full service organization of over 5,000 economic development professionals. Chair of the Accredited Economic Development Organization ("AEDO") Subcommittee of the IEDC.

FEDERAL PRACTICE & NATIONAL SECURITY GROUP LAWYERS:

The following attorneys from the firm's Federal Practice & National Security Group will be available to assist the Reading LRA through the completion of the project. These are the individuals who have supervised or assisted the base closure and reuse work performed for all matters discussed or cited in this Proposal.

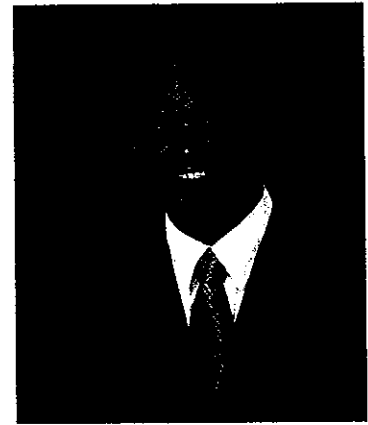
George R. Schlossberg, a partner in Kutak Rock's Washington office, represents a number of state and local governments in connection with the closure and reuse of military bases, and serves as General Counsel to *ADC, the Association of Defense Communities*, the national organization that represents state and local communities with active, closed and closing military bases. Prior to joining Kutak Rock, Mr. Schlossberg served for 10 years in various positions in the Pentagon, including Counsel in the Office of the Secretary of Defense where he counseled the Secretary of Defense and his staff in matters related to defense installations generally (including real property, base closures, leasing and private financing). During his tenure with the Defense Department, Mr. Schlossberg served also as Counsel to the Office of Economic Adjustment, Counsel to the President's Economic Adjustment Committee, Counsel to the President's Commission on Alternative Utilization of Military Facilities, Counsel to the Department of Defense's Bureau of Prisons Assistance Council and Assistant Counsel to the Naval Facilities Engineering Command. While with the Office of the Secretary of Defense, he was instrumental in the drafting and policy implementation of the original 1988 Base Closure Act, the "Defense Authorization Amendments and Base Closure and Realignment Act." Mr. Schlossberg earned his bachelor's degree from the State University of New York at Stony Brook and his law degree from The New England School of Law. His bar affiliations include those of the District of Columbia, the State of New York and the United States Supreme Court.

Barry P. Steinberg is managing partner of Kutak Rock's Washington office. He concentrates on Federal facility installation, environmental issues and Federal litigation. At the time of his retirement from active duty in the Army, Mr. Steinberg held the rank of colonel in the Judge Advocate General's Corps and served as Chief of the Army's Environmental Law Division in the Pentagon. Previously, he served as the Chief of the Army's Litigation Division. During this period, he was the senior uniformed lawyer responsible for environmental litigation involving Rocky Mountain Arsenal, Twin Cities Army Ammunition Plant, and other civil and criminal litigation, including toxic torts, environmental crimes, environmental liability of government contractors, and state environmental enforcement authority concerning Federal facilities. Mr. Steinberg is a graduate of the Industrial College of the Armed Forces in Washington, D.C., the Army Command General Staff College at Fort Leavenworth, the Judge Advocate General's School in Charlottesville, and the Senior Officials in National Security Course at the John F. Kennedy School of Government at Harvard. He is admitted to practice law in the Commonwealth of Virginia, the District of Columbia and the United States Supreme Court. His undergraduate and law degrees are from the University of Richmond.

Hilary A. Jackler is an associate in the firm's Washington office. Through her work with the Federal Practice & National Security Group, she has assisted federal, state and local authorities through the base realignment, closure and reuse processes. She also has prepared and analyzed documents related to military housing privatization transactions. Prior to joining Kutak Rock, Ms. Jackler worked at Clark & Weinstock, where she assisted with the creation and implementation of Congressional strategies and with client responses to government inquiries. She received a bachelor's degree, *cum laude*, in government and politics and obtained her law degree, *magna cum laude*, from the University of Maryland. Ms. Jackler is admitted to practice law in the State of Maryland and the District of Columbia.

W. CASEY DELLER, P.E. PROFESSIONAL ENGINEER

Casey Deller serves as Professional Engineer in C.S Davidson's Land Development/Survey Department. His duties include serving as Project Manager and Project Engineer for the preparation of Site Design projects and Land Development and Final Subdivision plans, site development, grading plans, stormwater and sewer system design, coordination and permitting, review of subdivision and land development plans for compliance with municipal ordinances, preparation of permit and grant applications, feasibility studies, preparation of cost estimates, attending public meetings, municipal and client representation and construction inspection.



Professional Registrations:

- Professional Engineer, PE074227, PA - 2007

Education:

B.S., Civil Engineering Technology, The Pennsylvania College of Technology, 2002

Continuing Education:

2008 - Understanding Workplace Behavior
Myers/Briggs/Thomas Kilmann Assessments
Harrisburg Area Community College
2005/2006 - Penn State Harrisburg-PE Review Course
2003 - Erosion and Sedimentation Control
Phase II NPDES Permitting Program
2002 - Erosion and Sedimentation Control
Best Management Practice Design Workshop

Professional Memberships:

National Society of Professional Engineers
York County Chamber of Commerce
Economics Club

Professional Experience:

- **Pleasant Acres Nursing and Rehabilitation Center—2008 Renovations, Springettsbury Township, York County, PA**
 - This project involves multi-discipline design and multi-prime rehabilitation construction within the 375-bed, skilled nursing portion of the facility. Project-affected buildings include the five-story Main Building, the four-story Hospital Building, and the one-story Dietary Building, all having a basement. Work tasks include replacement of the Hospital chiller; fire alarm system upgrades and rezoning; replacement of internal (Main) plumbing including domestic water, sewer, and heat piping; replacement upgrade of the Main generator; replacement of the through-wall (Main) A/C units; Hospital window replacements on two floors; flooring replacements within all three buildings; elevator upgrades for ADA and code requirements; and Dietary roof replacement.
 - Mr. Deller served as the Project Engineer for the civil engineering portions of these various task assignments and was responsible for the design of site related improvements, coordination of the site survey for the areas, budgeting, and necessary approvals and/or permits for those tasks.
- **Oddfellows Middletown Home—Facility Condition Assessment & Master Planning, Lower Swatara Township, Dauphin County, PA**
 - Performed for Odd Fellows Middletown Home, this project involved multi-discipline condition assessment and master planning for the existing 110,000 square foot senior care facility. The facility is comprised of the original 1924 four-story main building, and an attached single-story, multi-wing housing unit erected in 1974. The 1924 section contains resident rooms (Assisted and Independent Living), dining rooms, and administrative offices. The 1974 addition contains resident rooms (Skilled Nursing), nursing stations, administrative offices, the activity room, therapy room, and kitchen.
 - Mr. Deller led the civil engineering portions of the facility condition assessment, with tasks including site inspections, review of existing infrastructure and utilities, coordination of the site boundary, location and topographic survey, and review of the facility's exterior appurtenances for code compliance and safety. Mr. Deller also led the site design and layout portions of the facility

(Continued on page 2)

W. CASEY DELLER, P.E. PROFESSIONAL ENGINEER

Professional Experience Continued:

master planning for conformance with local regulations, facility needs and engineering principles, with input and programming from the Home and the Architect.

- **Oddfellows Middletown Home—Various Task Assignments, Lower Swatara Township, Dauphin County, PA**
 - This project was performed for Odd Fellows Middletown Home and involved numerous task assignments within this 110,000 SF senior care facility, including an assessment and repair of the main entrance canopy for vehicular damage; rehabilitation of a severely deteriorated sanitary sewer pipe beneath the Activities Room; new lighting fixtures within the Nursing Courtyard; review of contractors' proposals for compliance with the Home's requests and Department of Health/Life Safety requirements; replacement of the existing failed chiller system; and rehabilitation of drainage issues within the Personal Care Courtyard.
 - Mr. Deller served as the Project Engineer for the civil engineering portions of these various task assignments and was responsible for the design, budgeting, and necessary approvals and/or permits for those tasks.
- **Northwest Triangle Initiative Project, City of York, York County, PA**
 - The Northwest Triangle Initiative is an ongoing redevelopment project calling for the revitalization of an urban brownfield area comprised of 29 acres and 22 parcels in downtown York, PA from blighted and largely industrial properties to rejuvenated mixed-use of residential and commercial properties. This Phase of the project entailed the demolition of multiple existing buildings and infrastructure and site preparation for future construction and renovation, as well as remediation of environmental hazards from past industrial uses and the restoration of several existing buildings to be used as commercial properties.
 - Mr. Deller served as the Project Engineer and was responsible for the civil engineering portions of the overall project, including the development and preparation of the demolition plans and specifications, including nine industrial and multi-family residential structures and various site improvement and infrastructure over the 29 acres; met with City officials for ordinance and code compliance; coordinated with City officials and public utility providers for the relocation, demolition and future connections and renovations of existing sanitary sewer systems, public water supplies, electric lines, telephone company mains and services, gas main and service lines and cable TV lines; responsible for the development of the Soil Erosion and Sedimentation Control plans; assisted in the project bidding phase and contract management during demolition; and inspected and oversaw project demolition.
- **Central York High School Additions and Alterations, Springettsbury Township, York County, PA**
 - In 2007, Central York School District proposed an addition to their existing High School Facility to accommodate unprecedented growth in student population. The project entailed the construction of 24 new classrooms, a pool and new team locker rooms, as well as numerous alterations to the existing building interior. The project consists of the construction and addition of approximately 49,000 S.F. of building space and associated site infrastructure and utility upgrades. Construction of the \$18 million project is currently underway and scheduled for completion in 2009.
 - Mr. Deller served as the Project Manager for all civil engineering aspects of the project, including the development of site plans, met with the School Administration, Township officials, the design team and the construction manager in developing the overall project design; met with Township officials for ordinance, code and financial compliance and in emergency services reviews; responsible for the site grading plan; responsible for the stormwater management plan including modeling the existing stormwater conveyance system and stormwater management structures, and the modification of the same to account for the proposed improvements; developed the Land Development Plan Set; attended public meetings for municipal approvals; responsible for the development of and in securing the Soil Erosion and Sedimentation Control plans and permits; inspected and oversaw project construction of site civil site improvements.
- **York Outdoor Recreation Complex (York City Baseball Stadium), City of York, York County, PA**
 - This project entailed the development of a 5,200-seat, minor league baseball stadium in urban, downtown York City, PA. The stadium includes offices for league and team officials, clubhouses, concession buildings, picnic and playground areas, a seating bowl and grass seating berm, two parking lots totaling 240 spaces and the relocation and connection to multiple public utilities.

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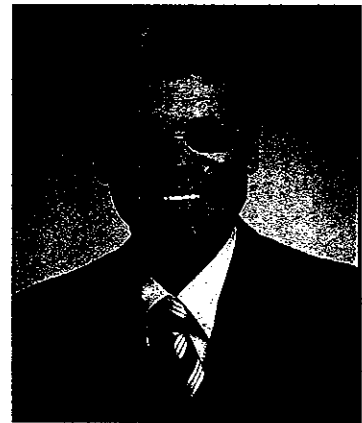
W. CASEY DELLER, P.E.
PROFESSIONAL ENGINEER

Professional Experience Continued:

- Mr. Deller served as the Project Engineer and assisted the Project Manager in the development of the site plan, fitting the proposed facilities on the available project site; served in a two person project team responsible for meeting with league owners, City officials, the design team and the construction manager in developing the overall project design; developed demolition plan for the 26 affected properties and existing site features; responsible for the site grading plan; met with City officials for ordinance, code and financial compliance and in emergency services reviews; designed the two proposed parking lots to maximize on-site parking and for the design of two new site access points utilizing existing street openings to the state highway; coordinated with local railroads to facilitate the removal of rail lines and relocation of existing businesses; responsible for the stormwater management plan including hydrograph development, relocation of an existing 48-inch diameter storm sewer, design of two new storm sewer systems with connection to existing systems, two water quality structures, the field underdrain systems; designed and coordinated with manufacturers in selecting a stormwater management pump facility; worked within the project team responsible for the reverse subdivision plan to combine the 23 properties; developed the Land Development Plan Set; coordinated with City officials and public utility providers for the relocation, demolition and new connections to existing sanitary sewer systems, public water supplies, electric lines, telephone company mains and services, gas main and service lines and cable TV lines; assisted in the design of the concourse and plaza areas including material selection and landscaping design; attended public meetings for municipal approvals; responsible for the development of and in securing the Soil Erosion and Sedimentation Control plans and permits; inspected and oversaw project construction of site civil site improvements.

KARL GRAYBILL, A.I.C.P. SENIOR PLANNER

Karl Graybill, AICP, serves as Senior Planner in C.S. Davidson's Planning Department in the Lancaster office. His duties include the preparation of comprehensive plans, zoning ordinances, subdivision and land development ordinances, and providing technical planning assistance to municipal clients. Mr. Graybill has over 10 years municipal planning experience in the public sector specializing in comprehensive and neighborhood planning, zoning, subdivision and land development. His previous experience includes over 7 years as the City Planner for the City of Reading, Berks County, 3 years as the Executive Director of the Reading Downtown Improvement District Authority, and as Planner III for the Coastal Georgia Regional Development Center in Brunswick, Georgia.



Professional Registrations:

- American Institute of Certified Planners, 019723, PA—2005

Education:

B.A., Geography, Kutztown University, 1994
A.A., Pre-Education, Reading Area Community College, 1992

Professional Memberships:

American Planning Association
Pennsylvania Planning Association

Continuing Education:

2000-2004—Governor's Center for Local Government Services, Annual Pennsylvania Land Use Institute, Berks County Agricultural Center
August 31, 2000—Governor's Center for Local Government Services, Land Use Reform Legislation, Berks County Agricultural Center

Professional Experience:

While working for a previous employer Mr. Graybill gathered the following experience:

- **Richmond Hill Comprehensive Plan Update, Richmond Hill, Bryan County, GA**
 - This project involved updating the city's comprehensive plan pursuant Georgia Department of Community Affairs requirements.
 - Mr. Graybill was a lead planner on the project conducting research, data analysis, and drafting the final document.
- **Screven County Joint Comprehensive Plan, Newington, Oliver, and Rocky Ford, Screven County, GA**
 - This project involved creating a new comprehensive plan for Screven, consisting of goals and objectives identified by citizens and a resident steering committee.
 - Mr. Graybill was a lead planner on the project conducting research, data analysis, public meeting facilitation meeting, and preparing a draft document.
- **Reading Downtown Improvement District Renewal Plan, Reading, Berks County, PA**
 - This project involved the preparation of a ten-year renewal plan for the funding and execution of improvements in this special downtown assessment district.
 - Mr. Graybill was responsible for all aspects of the renewal plan including coordinating scheduling of the renewal process, data research and analysis, and presenting the plan at public hearings
- **City of Reading Comprehensive Plan, Reading, Berks County, PA**
 - This project involved creating a new comprehensive plan for Reading, consisting of goals and objectives identified by citizens and a resident steering committee.
 - Mr. Graybill was a lead planner on the project conducting research, data analysis, public meeting facilitation meeting, and drafting the final document.

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KARL GRAYBILL, A.I.C.P. SENIOR PLANNER

Professional Experience Continued:

- **City of Reading Zoning Ordinance, Reading, Berks County, PA**
 - This project was a comprehensive update of Reading's zoning ordinance.
 - Mr. Graybill served as project manager and was responsible for establishing the general structure of the ordinance, ensuring conformance with the City's Comprehensive Plan and the PA Municipalities Planning Code, making presentations at public hearings and meetings, and performing overall project oversight.
- **Buttonwood Gateway Redevelopment Area, Reading, Berks County, PA**
 - This project was a significant brownfields redevelopment involving the acquisition of a former steel mill, demolition, environmental remediation, and preparation of a redevelopment proposal and plan.
 - Mr. Graybill served as assistant project manager and was responsible for the preparation of grant applications, coordinating contractors, making presentations at public hearings and meetings, and performing overall project oversight.

NEVIN E. TAYLOR, P.E. SR. PROJECT MANAGER

Nevin E. Taylor, P.E. serves as a Senior Project Manager in C.S. Davidson, Inc.'s Structural Department in charge of project coordination, schedules, budgets, invoicing, coordination of subconsultants, and client management. He is also a Senior Structural Engineer in charge of design, analysis and technical assistance for new and existing structures. Mr. Taylor is also a staff mentor for young engineers, guiding them with technical assistance and coordination of work schedules. Marketing is another key responsibility of Mr. Taylor's, including introducing C.S. Davidson's services to new clients and expanding on services offered to existing clients. He is active in proposal development and niche project fields.



Professional Registrations:

- Professional Engineer, PE045586E, PA, 1994
- Professional Engineer, 21386, MD, 1995
- Professional Engineer, 0402-035548, VA, 2000
- Professional Engineer, 24GE04271800, NJ, 2000
- Professional Engineer, 079653-1, NY, 2002
- Professional Engineer, 15579, WVA, 2003
- Professional Engineer, 14543, DE, 2006

Education:

B.S. in Civil Engineering, The Pennsylvania State University, 1988
Graduate Courses in Civil Engineering, The Pennsylvania State University, 1988-89

Continuing Education:

2002—ASCE Wind Loads for Buildings
2005—ASCE Structural Renovation of Buildings
2003—Mid-Atlantic Precast Association (MAPA) Seminars (Nitterhouse & High Concrete)
2006—AISC Seismic Braced Frames
2006—High Concrete's Precast Concrete Seismic Seminar
2006—Masonry Preservation Services, Façade and Flashing Seminars
2007—ASCE's Designing Aluminum Structures Seminar
2008—ASCE's Liability of Engineers Seminar

Professional Memberships:

Chi-Epsilon Civil Engineering Honors Fraternity
Tau Beta Pi Engineering Honors Fraternity
American Society of Civil Engineers (ASCE)
Structural Engineering Institute (SEI)
National Council of Examiners for Engineering and Surveyors (NCEES)

Professional Experience:

- **Various Facility Upgrades, Marietta, Lancaster County, PA**
 - The project involved various upgrade projects for Glaxo Smith Kline as part of an accelerated construction sequencing to prepare the facility for multiple new drug lines. The various projects included a 200-ft long pipe bridge, including two 60-ft clear-span space trusses, platform framing, and dormer replacement above the existing building; a dumbwaiter retrofit; platform framing for two process tanks; a 30 ft x 16 ft x 18 ft high temporary staging platform for mechanical units on the second floor mezzanine; miscellaneous connections for rooftop mechanical units; foundation design for a 3,600-S.F. pre-engineered Building #49; and Building #49 safety lifeline (fall protection) installation.
 - Mr. Taylor served as the Project Structural Engineer responsible for the submission of sealed calculations and details to the Engineer of Record, constructability assessment of connection and associated member details, assistance during fabrication and erection, and site review of the completed work.
- **Stryker Brigade Combat Team Readiness Center & Field Maintenance Shop (Elizabethtown), Mount Joy Township, Lancaster County, PA**
 - This design-build project involved the construction of two facilities: the two-story, 55,000 SF Readiness Center containing offices, classrooms, locker and bath rooms, an assembly hall, storage rooms, vaults and an unloading dock; and a single-story, 29,000 SF Field Maintenance Shop containing additional offices, classrooms, locker and bath rooms, a vault and an attached 28-foot-high maintenance shop with a 3-bay, 15-ton capacity overhead bridge crane. Both structures essentially consist of steel roof and floor joists supported by masonry walls and isolated steel columns. Foundations consist of concrete slabs on grade, masonry foundation walls and spread concrete footings. Additional elements include structural steel entrance canopies, precast vault ceilings, and incorporation of heat piping within the FMS slab on grade.
 - Mr. Taylor served as the Project Structural Engineer for the design and construction phase services.

(Continued on page 2)

NEVIN E. TAYLOR, P.E. SR. PROJECT MANAGER

Professional Experience Continued:

- **Facility Condition Assessment & Master Planning, Lower Swatara Township, Dauphin County, PA**
 - Performed for Odd Fellows Middletown Home, this project involved multi-discipline condition assessment and master planning for the existing 110,000 square foot senior care facility. The facility is comprised of the original 1924 four-story main building, and an attached single-story, multi-wing housing unit erected in 1974. The 1924 section contains resident rooms (Assisted and Independent Living), dining rooms, and administrative offices. The 1974 addition contains resident rooms (Skilled Nursing), nursing stations, administrative offices, the activity room, therapy room, and kitchen.
 - Mr. Taylor was Project Manager for all phases of the work, with services provided including proposal development, client coordination, management of various subconsultants, invoicing, meeting minutes, and many other services.
- **Various Task Assignments, Lower Swatara Township, Dauphin County, PA**
 - This project was performed for Odd Fellows Middletown Home and involved numerous task assignments within this 110,000 SF senior care facility, including an assessment and repair of the main entrance canopy for vehicular damage; rehabilitation of a severely deteriorated sanitary sewer pipe beneath the Activities Room; new lighting fixtures within the Nursing Courtyard; review of contractors' proposals for compliance with the Home's requests and Department of Health/Life Safety requirements; replacement of the existing failed chiller system; and rehabilitation of drainage issues within the Personal Care Courtyard.
 - Mr. Taylor served as the Project Manager responsible for the design of the improvements as well as construction administration services.
- **Space Needs Feasibility Study, Gettysburg Borough, Adams County, PA**
 - This project was performed for the Adams County Board of Commissioners and involved the analysis of existing and future County departmental space needs, interdepartmental relationships, and physical layout concepts. The five main buildings studied included the original (1859) Courthouse, the 1970's-era Courthouse Addition, the annexed former American Legion, the Union Square Building, and the Magistrates Building. The study encompassed approximately 26 county departments, with numerous site visits, interviews and employee questionnaires used to obtain information. Findings and recommendations were compiled in a final report to the Commissioners.
 - Mr. Taylor served as the Deputy Project Coordinator in charge of collecting existing drawing documentation, verification of existing layouts in field (including confirmation of space) and other tasks.
- **2005 Additions and Renovations, York County Prison, Springettsbury Township, York County, PA**
 - The project includes an 83,000 S.F. expansion of the county prison. The new wing is devoted to housing detainees for the Bureau of U.S. Citizenship and Immigration Services, and includes a new work release building, kitchen, dining area, and 48-bed dormitory for inmates assigned to the kitchen staff. The project also included the conversion of the existing kitchen into a medical suite.
 - Mr. Taylor served as the Construction Phase Project Manager responsible for the administration of five prime contractors, management of sub-consultants, resolution of construction phase issues, review of contractor's applications for payment, coordination of the change order process, bi-weekly site progress meetings, and others.

While working for another firm, Mr. Taylor gathered the following experience:

- **Rooftop Fall Protection Investigation, Tobyhanna, Monroe County, PA**
 - This project was performed for Tobyhanna Army Depot and involved the inspection, condition assessment, and development of fall protection recommendations for the rooftops of 96 buildings at TYAD. The existing roofs greatly vary in terms of size, construction, slope, and means of access. The inspection phase consisted of the following: accessing each rooftop to determine and document existing rooftop conditions and activities; interviewing TYAD personnel to determine existing fall protection measures; and compilation of all known rooftop documents, including architectural and structural drawings, and a previously developed roofer database. The condition assessment and recommendations phase consisted of the following: review of current OSHA Fall Protection requirements; preliminary layout of "hard" rooftop elements such as anchorages, lifelines, handrails and ladders; development of cost estimates for the "hard" elements; preliminary (i.e., recommendation of) development of a comprehensive fall protection

(Continued on page 3)

NEVIN E. TAYLOR, P.E.

SR. PROJECT MANAGER

Professional Experience Continued:

database; and compilation of findings and recommendations into a comprehensive report to the client.

A subsequent assignment consisted of the development of construction drawings to add fall protection elements (anchorage, ladders, safety cages and handrails) to the multiple rooftops of Building No. 11 (Administration) as part of a larger project to replace the existing roof system. Design tasks included layout of the various anchorages and their limits, design of the anchorage attachments to the existing concrete structure, and analysis of the existing structure to withstand the applied fall restraint loads. Additional roof drawings and an information spreadsheet were also developed as precursors for the ensuing comprehensive database.

- Mr. Taylor served as the Project Structural Engineer responsible for the inspection.
- **Courthouse Annex and Intermodal Facility Feasibility, Morgantown, Monongalia County, WV**
 - This multi-task, "fatal flaw" feasibility study was performed for Monongalia County Board of Commissioners and included assessing the development of an intermodal facility in tandem with the construction of an adjacent County courthouse addition. Various tasks included traffic impact evaluation, intermodal feasibility, courthouse programming, environmental assessments, and cost estimating. The traffic task evaluated existing, heavily congested conditions at 12 downtown intersections, and made recommendations for improvements. The proposed intermodal facility would contain a primary transfer station for 11 County buses, a 500-car parking structure, and several other intermodal amenities. A new 4-story courthouse addition includes two modern courtrooms as well as sheriff's office and other amenities. The programming also considered renovations to the existing courthouse complex. The environmental task involved the development of a 19-part probable categorical exclusion document which addressed numerous environmental factors. The study concluded that there are no fatal flaws associated with the proposed development.
 - Mr. Taylor served as Project Manager for the study.
- **Parking Master Plan Study for Downtown York, City of York, York County, PA**
 - This project was performed for the City of York General Authority. The project involved a three-phase study used to determine existing and future parking needs in a 26-block area of Downtown York. The study examined parking space adequacies, how proposed parking facilities would fit into the historic Central Business District, engineering and construction feasibilities of proposed facilities, and a financial plan to address economic viability of the projects. A key component to the data collection phase was the development of an inventory and peak count (electronic) database for the study area. Another important component was a qualitative public survey performed by a local consultant. Further, the financial analyses involved the development of a customized spreadsheet used to capture the entire financial condition of the Authority's operations. The results of all project phases were incorporated into a final report and presentation to the Authority.
 - Mr. Taylor served as the Deputy Project Manager and Structural Project Engineer for the study.
- **Coatesville Train Station Parking and Improvements, City of Coatesville, Chester County, PA**
 - Four-phase study used to produce a feasibility report that defines a program for future parking and transportation improvements in the area of the train station in Downtown Coatesville. The study, which was funded by a grant from the Delaware Valley Regional Planning Commission (DVRPC), utilized master planning documents already adopted by the City. The study specifically addresses two areas: the construction of a 200-plus-vehicle garage, parking lot, and elevated walkway adjacent to the station; and rehabilitation and renovation measures to the existing historic station, platforms, and 1911 railroad bridge. The data collection phase involved condition assessments, subsurface investigations, a topographic survey, and utility surveys. The second phase involved the development of the project recommendations into a draft report to the City, including concept plans for urban design features and the new parking accommodations, and the renovation/rehabilitation measures. The project programming phase involved the development of design narratives and schematic-level plans, the latter including refined parking layouts, demolition requirements, utility modifications, streetscape and roadway improvements, site grading modifications, and incorporation of railway requirements by Amtrak, SEPTA and Norfolk-Southern. The final phase involve the compilation of all study results into a final report to the City, including stakeholder review comments, final schematic drawings and narratives, concepts for project phasing and construction schedules, and cost estimates for all project

(Continued on page 4)

NEVIN E. TAYLOR, P.E.
SR. PROJECT MANAGER

Professional Experience Continued:

- programming elements.
- Mr. Taylor served as the Deputy Project Manager and Structural Project Engineer for the feasibility study.
- **Vertical Expansion of Theater Complex, Springfield, Fairfax County, VA**
 - Performed for Springfield Mall, this project involved a feasibility study to construct an additional 32-foot-high, 18,000-square-foot theater structure above an existing two-story mall structure. The existing structural steel framing system was analyzed and strengthened for the addition of sizable dead, live and wind loads: 32 wide flange columns of various sizes were found to be insufficient and were strengthened using welded plates; several lateral-force-resisting frames (cross-braces, knee braces and sway trusses) were developed within existing column bents in both orthogonal directions of the framing. Similarly, the existing spread foundations were found to be undersized and two separate strengthening schemes were developed: temporarily relieve all column loads by jacking, underpin the existing footings, and construct new footings beneath the existing; and, strengthen by drilling pin piles through the existing footings. All strengthening concepts were thoroughly investigated for cost estimating purposes, construction duration, construction feasibility, and for impacts to existing businesses within the affected portion of the mall.
 - Mr. Taylor served as the Project Structural Engineer for the study.
- **Conversion of Old Main Auditorium to Office Space, Huntington, Cabell County, WV**
 - Performed for Marshall University, this project involved the conversion of a 110-year-old auditorium into four floors of office space (4,700 SF each). The existing auditorium was stripped of its stage, proscenium arch, sloped timber-framed floor, and suspended balcony to accommodate new interior steel framing; only the existing exterior brick walls and substantial roof framing systems were retained. The vast majority of the new framing and concrete deck floor loads were supported by new internal steel columns and concrete footings. Floor framing was typically cantilevered to the existing walls, but only lateral attachments were made to these walls. The design was governed by the need to minimize the lengths and weights of individual steel members due to the difficulty of installation through side windows.
 - Mr. Taylor served as the Project Structural Engineer for the design.
- **Parking Deck Feasibility Study, Shippensburg, Cumberland County, PA**
 - Performed for Shippensburg University, this project involved developing a two-level parking structure having a minimum capacity of 700 vehicles and located in the heart of the University's sports facilities. The study included layout of the facility on the available site to maximize its capacity and provide access to roadways; development of structural framing plans and sections; development of parking and circulation plans; conceptual-level assessment of existing and required utilities (including electrical power, water and plumbing); and storm water mitigation measures. The resulting structure's footprint was 504' by 283' and contained a 760-car capacity. The proposed structure was comprised of precast double-tee floor planks, girders and columns; drilled concrete caissons; cast-in-place retaining walls on two sides; and concrete slabs on grade. An alternative three-level layout consisting of a reduced footprint and similar parking capacity was also presented to the client. An itemized cost estimate was developed to determine the total project costs, and all findings were summarized in a final report to the University.
 - Mr. Taylor served as the Deputy Project Manager and Structural Project Engineer for the feasibility study.
- **Norristown Intermodal Center, Norristown, Delaware County, PA**
 - This project was performed for SEPTA and included the schematic layout and feasibility-level design of an \$11 million, seven-level, 265,000-square-foot intermodal facility. The facility consists of a 3,800-square-foot intermodal center, a passenger bus circulation path and parking for up to five buses, and a 550+ car parking garage situated within the upper 5 ½ stories. Pertinent structural features include precast concrete framing members, a large pile/pile cap foundation system, a below-grade access tunnel, and a pedestrian overpass to access the existing adjacent passenger rail lines. Accommodations were made to allow for the incorporation of an additional adjacent rail line, as well as for the relocation of the existing recreational trail to within the footprint of the proposed structure.
 - Mr. Taylor served as the Structural Project Manager responsible for the schematic layout and feasibility-level design.



Douglas C. Tilley, AIA, NCARB
Principal

Education:

University of Maryland, Bachelor of Architecture, 1979

Registrations:

Pennsylvania – RA404179

Maryland – 6929-A

Professional Affiliations:

American Institute of Architects (AIA)

Pennsylvania Society of Architects

Pennsylvania Association for Non-Profit Homes for the
Aging (PANPHA)

National Council of Architectural Registration Boards
(NCARB)

Pennsylvania School Boards Association (PSBA)

Pennsylvania Association of School Business Officials
(PASBO)

Personal Memberships:

Trinity High School Development Board

Mechanicsburg North Rotary Club, Board of Directors

The Beaufort Hunt Fox Hunt Club

Elder, Presbyterian Church USA

Background:

As founder, managing partner, and principal for TKS Architects, Douglas C. Tilley, AIA, NCARB brings to each project nearly 30 years of experience built on the belief that service comes first, and that your word should be your bond.

His creative and thorough master planning and feasibility study options and conceptual design solutions have been widely recognized for their success in terms of programmatic achievement and budgetary compliance.

His knowledge of planning, design, and construction have been demonstrated on projects in 35 states within the continental United States





Larry E. Saylor, AIA, NCARB, CSI
Principal

Education:

Stevens Trade School
Pennsylvania State University, Harrisburg Campus

Registrations:

Registered Architect: Pennsylvania, Maryland, Virginia,
Delaware, New Jersey, New York, Ohio, West Virginia,
Minnesota, Georgia, Louisiana, North Carolina,
South Carolina

Professional Affiliations:

American Institute of Architects (AIA)
National Council of Architectural Registration Boards
(NCARB)
Pennsylvania Society of Architects
Construction Specification Institute (CSI)
Rotary Club of Hershey

Background:

Mr. Saylor's experience in planning, design, construction documentation, and specification development is extensive, having been built on over 40 years of experience. His quick grasp of the implications of code issues, material limitations, and knowledge of building systems, bring to the TKS team an invaluable resource in project planning and development.

He brings outstanding project experience for code review and coordination, cost estimating review and specification writing skills to his projects. His past specification writing skills provided an Honorable Mention Award for a National Specification Competition sponsored by The Construction Specification Institute. His thorough knowledge of building codes, life safety requirements, and construction specifications, brings to each project, and client, a level of confidence that agency reviews will be expedited, requests for information (RFI's) and change orders minimized, and constructability and proper use of materials maximized.



Randy Paul & Associates, Inc.

III PERSONNEL

RANDOLPH A. PAUL, P.E., President

Mr. Randy Paul graduated from Halifax Area High School in 1963. He then attended the Industrial Management Institute and graduated in 1964 with a diploma in Mechanical Engineering. Mr. Paul began employment with this firm in Jan. 1965. In 1971 he received his Engineer-In-Training (E.I.T.) Certification from the State Registration Board. Mr. Paul has been a registered Professional Engineer in the state of Pennsylvania since 1979. Additional State Registrations include New York (1980), West Virginia (1984), Maryland (1987), Delaware (1991) and Virginia (1993).

In 1965, Mr. Paul started working as a draftsman while continuing his education including designer positions working in all disciplines; HVAC, plumbing and electrical systems. In 1984 he became the Corporate President and located the business to its present location.

Mr. Paul has over 40 years experience in the field of Mechanical/Electrical Engineering including design, specifications, estimating and construction supervision.

Mr. Paul attends seminars and product demonstrations in order to keep up with today's fast paced market, and is currently a member of ASHRAE, PSPE, NFPA, IBC

JAMIE A. PAUL

Mr. Jamie Paul attended Shippensburg University and graduated in 1995 with a Bachelor of Science Degree in Business Administration.

Mr. Paul has 11 years experience in Mechanical and Electrical Design.

Since 1991, Mr. Paul has been employed by this company as a Mechanical and Electrical Designer. In 1997 Mr. Paul has taken on the position of Office Manager.

Randy Paul & Associates, Inc.

TIMOTHY J. CARVELL

Mr. Carvell attended Williamsport Area Community College and graduated in 1989 with an Associates Degree in Heating, Ventilation and Air Conditioning Technology.

Mr. Carvell has 18 years experience in the field of HVAC & Plumbing design. Mr. Carvell has also received specialized training involving repair, maintenance and installation of all types of HVAC and Plumbing equipment. Further experience was acquired with past employment in Mechanical Contracting field including air and water testing/balancing, project management, technical report writing and project estimation.

Since 1990, Mr. Carvell has been employed by this company and is presently a Mechanical Designer and Project Job Captain.

Mr. Carvell attends seminars and product demonstrations to continually increase his knowledge of Mechanical Systems.

JOHN E. SCHMELTZ

Mr. Schmeltz graduated from the National Education Center/Thompson Institute with an Associates Degree in Computer Aided Drafting Technology in 1992. He then furthered his background in CAD technology by taking part-time courses at Harrisburg Area Community College to earn a diploma as a CAD specialist.

Mr. Schmeltz has 13 years experience in Plumbing drafting and design.

Since 1992, this company has employed Mr. Schmeltz who is currently a Mechanical Designer specializing in plumbing and fire protection systems.

Mr. Schmeltz attends seminars and product demonstrations to continually increase his knowledge of plumbing and fire protection systems, and has membership in all of the following professional trade organizations: ASPE, NFSA, AFSA and NFPA.

JON A. SEITZ, P.E., PTOE

PRINCIPAL



Jon A. Seitz, P.E., PTOE serves as Project Manager and Principal for Transportation Resource Group, TRG. Mr. Seitz has managed a wide range of transportation planning and traffic engineering projects. Mr. Seitz has prepared numerous engineering studies, including traffic impact and site access studies, signal design projects, intersection design and roadway design projects.

Professional Registrations:

- Professional Engineer, Pennsylvania (1989)
- Professional Engineer, Virginia (1989)
- Professional Engineer, Maryland (1996)
- Professional Traffic Operations Engineer (2005)

Education:

- United States Military Academy, West Point, NY, B.S. in Engineering, 1985
- United States Army Corps of Engineer Officer Advanced Course, Ft. Belvoir, VA Civil Engineering, 1989

Experience:

- Years With TRG: 17 (January 1991 to present)
- Years With Other Firms: 7

Continuing Education:

- 2008-NHI: NEPA and Transportation Decision Making
- 2007-Penn State: Unconventional Arterial Intersection Design
- 2007-FHWA: Design & Operation of Work Zone Traffic Control
- 2005-ITE: Context Sensitive Solutions
- 2003-MD T²: Intersection Design
- 2003-NHI: AASHTO Roadside Design Guide
-

Professional Memberships:

- American Society of Highway Engineers (ASHE)
- Mid Atlantic Section of the Institute of Transportation Engineers (MASITE)
- Past President-The Engineering Society of York
- National Society of Professional Engineers (NSPE)

Professional Experience:

- **I-83 Exits 18 & 19, PennDOT District 8-0.**
 - Serving as TRG's project manager for this \$8 million engineering project. This extensive project includes a redesign and reconfiguration of the I-83 interchanges at Mt. Rose Avenue (S.R.0124) and Market Street (S.R.0462). It also includes a tie-in of I-83 to U.S. 30.
 - TRG's tasks include assisting with the development of 15 different alternatives, as well as the necessary traffic modeling and traffic volume projections. The alternatives are being evaluated by developing a measure of effectiveness table for the various scenarios.
- **T-338 Clarke Bridge Replacement, PennDOT District 2-0.**
 - Serving as project manager for TRG's responsibility on this project in Potter County. Prepared a preliminary Maintenance 7 Protection of Traffic Plan for the anticipated work areas involving existing and temporary roads.
 - It is anticipated that a temporary bridge will need to be constructed on the downstream side of the Allegheny River. The MPT plans will show this rerouting of traffic. Also, final traffic control plans will need to be prepared which will provide for safe and efficient movement of traffic through the work zone during construction.
- **S.R.0022, Section A09, Lewistown Narrows, PennDOT District 2-0.**
 - Project Engineer for the Lewistown Narrows Project, encompassing data collection and a traffic needs analysis for the "Narrows". Supervising the traffic analysis to determine the need for a new four-lane section of U.S.0022/0322. Coordinated with PENNDOT to determine the optimal work zone configuration. Designed the temporary signals for the project.

(continued on page 2)



204 North George Street • Suite 110 • York, PA 17401-1108
T: 717-846-4660 • F: 717-846-4858
www.consulttrg.com

JON A. SEITZ, P.E., PTOE

PRINCIPAL

Professional Experience Continued:

- **Windsor Township Traffic Impact Fee Capital Improvement Plan, York County, PA.**
 - Serving as project manager, prepared a Roadway Sufficiency Analysis Report and a Capital Improvement Plan which were adopted by the Windsor Township Supervisors. Provided this fast growing township with the guidance and support necessary to enact the Act 209 study.
- **Johnstown Flood National Park Boundary, PennDOT District 9-0.**
 - Project Manager for subconsultant responsibilities consisting of rebuilding the 1.6-mile section of roadway to the Johnstown Flood National Park Boundary. Performed the signing and pavement marking plan design and traffic control plan.
- **George Street Final Engineering Study, City of York, PA.**
 - Managed this project, which designed changes from a one-way to two-way circulation pattern. Conducted extensive traffic analysis utilizing TRANSYT-7F and supervised the preparation of traffic signal plans for approximately 25 impacted intersections. The project included a two-station origin destination survey and an extensive collection effort including machine counts and manual counts at more than 60 intersections.
- **Lancaster S.R.0072, Section 006, Bridge Replacement Project, PennDOT District 8-0.**
 - Serving as project manager for TRG's responsibility on this project in Lancaster County. Coordinated data collection efforts, traffic signal timing using TRANSYT-7F analysis, and accident analysis. Prepared the traffic signal design plans and the temporary traffic signal plans that were incorporated in the project's traffic control plans.
- **Development of ITS for the Harrisburg Metropolitan Area, Harrisburg, PA.**
 - Project manager for subconsultant responsibilities consisting of developing the preliminary planning of Intelligent Transportation Systems (ITS), within the Tri-County area. Used congestion and accident modeling to determine the greatest area of needs for ITS improvements.
- **Bridge Replacement at Milepost 7.23. Pennsylvania Turnpike Commission.**
 - Served as Engineer in charge for the preparation of Traffic Control Plans. Coordinated the maintenance and protection of traffic plans for a seven-phase construction operation.
- **TecPort Technology Center, Harrisburg, PA.**
 - Project Manager for developing a high-technology center on the campus of the former Amp Worldwide Headquarters. Worked closely with the Department, Swatara Township and the Developer to receive approval to convert Paxton Street from one-way direction to two-way direction. Providing traffic signal and intersection design for this project, which is continuing to develop as a public/private partnership.
- **Laurel Valley Transportation Improvement Project, PennDOT District 12-0.**
 - Completing the Traffic and Safety Analysis task for this project. TRG's responsibilities include the conduct of machine and manual counts and detailed accident analysis and the conduct of travel time studies. Completing both segment and intersection level of service analysis to determine areas of need and to evaluate improvement alternatives.

CHRISTOPHER E. SCHWAB, P.E.

PROJECT MANAGER



As a Project Manager with the firm, Mr. Schwab has been responsible for overseeing the preparation of numerous traffic impact studies, highway occupancy permits and traffic signal plans. He has coordinated closely with various municipalities, county and state agencies as well as with private developers. He has performed numerous roadway design reviews and traffic impact study reviews.

Professional Registrations:

- Professional Engineer, Pennsylvania (2007)
- Professional Engineer, Maryland (2008)

Education:

- Penn State University, B.S. Civil Engineering, 1998
- California University of Pennsylvania, 1998

Experience:

- Years With TRG: 10 (May 1998 to present)

Continuing Education:

- 2008-ADA Training for Contractor 7 Consultant Personnel
- 2007-Penn State, Unconventional Arterial Intersection Design
- 2007-MDT²: Traffic Calming
- 2006-PennDOT Roundabout Design Workshop
- 2005-MDT²: Intersection Design

Professional Memberships:

- The Engineering Society of York

Professional Experience:

- **Municipal Traffic Impact Study Reviews. Various municipalities.**
 - On a continuing basis, performs detailed reviews of traffic impact studies (TIS) submitted by developers for review to various municipalities throughout South Central Pennsylvania. Prepares TIS review letters and follows through to ensure developer compliance and conformity with review comments. Has performed reviews on behalf of numerous municipal clients including: Lower Paxton Township, Halifax Township, Shrewsbury Borough, Hamilton Township, Oxford Township and Lemoyne Borough.
- **Market Street (S.R.0462)/Sumner Street Signal Upgrade Project, West York Borough, PA.**
 - While working for the municipal engineer, C.S. Davidson, Inc., performed the signal design to upgrade the equipment at a 40-year old traffic signal within West York Borough. Prepared a new traffic signal permit plan to meet the most recent PennDOT specifications and standards. Included detailed cost estimates and coordination with property owners, and a detailed design bid package for the Borough to solicit quotations for the work.
- **I-83, Exits 18 and 19, PennDOT District 8-0.**
 - Evaluating the traffic conditions at these two major interchanges on I-83 in York County for this challenging PennDOT project. As the lead traffic operations engineer for the I-83 Exits 18 and 19 Project, Mr. Schwab is responsible for traffic data collection, accident analysis, traffic volume projections, and various complex alternative analyses.





APPENDIX C

Project Experience and References

SWIGER CONSULTING, INC.

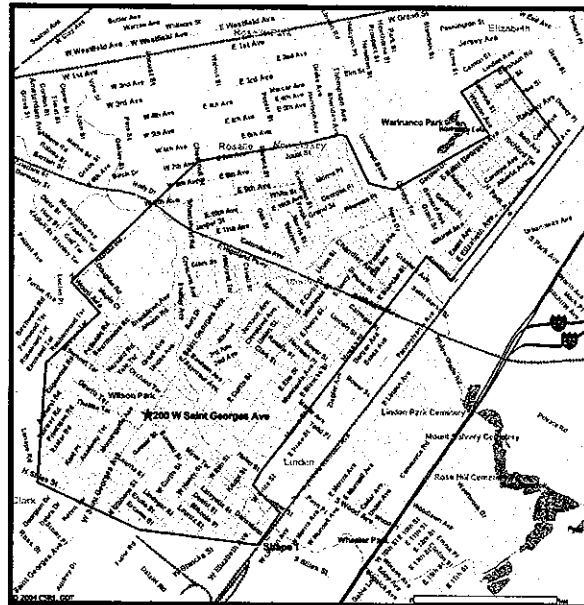
REDEVELOPMENT STRATEGY PROJECTS

ST. GEORGES AVENUE CORRIDOR MARKET ANALYSIS AND REDEVELOPMENT OPPORTUNITIES STUDY

The City of Linden and the Borough of Roselle each received Smart Growth planning grants from the New Jersey Office of Smart Growth to conduct a study to assess redevelopment opportunities along the heavily traveled St. Georges Avenue corridor. This state highway is the boundary between the two municipalities and is an area which has suffered an economic and physical decline in the past three decades along much of the two and one-half mile roadway. The objective of the study was to identify those areas in which redevelopment was most needed and to prepare a concept plan for the entire project area, focusing on the priority areas. Public participation was a key element of the project.

SWIGER CONSULTING, working with Planners Diversified and EVK Planning, planners for the two municipalities, conducted a through survey of the neighborhoods on each side of the avenue, assessing the uses and conditions of all buildings and lots. Key areas of concern were identified by the professionals. Public input, obtained in the course of three public meetings, corroborated these findings and provided additional insight into community needs and desires for redevelopment. An architecture and design firm provided suggestions for design and streetscaping. Dr. Swiger also defined the local market area, assessed market potential and made recommendations for new businesses for the area.

The project is complete. Recommendations for specific areas and actions for redevelopment have been made and funding is being sought.



Contact Information: Mr. Fred Michaeli, Special Consultant, Planners Diversified (Lead Consultant), 843/768-2223. E-mail: f_michaeli@bellsouth.net.

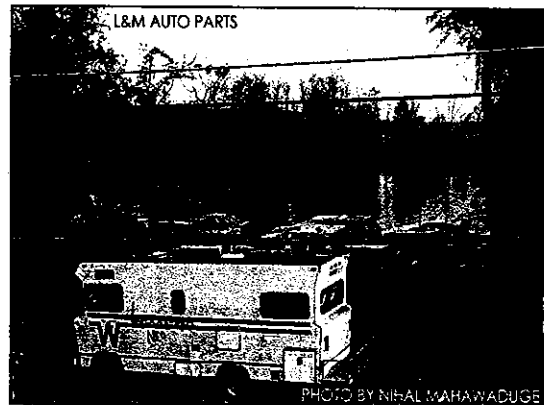
SWIGER CONSULTING, INC.

REDEVELOPMENT PROJECTS

KINGSTON WATERFRONT DEVELOPMENT IMPLEMENTATION PLAN FINANCIAL ANALYSIS OF ALTERNATIVE DEVELOPMENT SCENARIOS

SWIGER CONSULTING worked with a multi-disciplinary team to create a comprehensive plan to revitalize the waterfront of this Hudson River community. The town's waterfront had developed as an industrial area including oil storage and distribution facilities, metal working operations, auto and scrap metal recycling operations, and a sewage treatment facility. These uses, however, had created contaminated sites, and restricted public access to the scenic vistas of the Hudson River and the area's excellent docking opportunities for tour vessels and pleasure craft, even as the industries populating the area declined. The picture below shows part of the site, including one of the junkyards.

Working with planners, architects, and engineers, Dr. Ernest Swiger, AICP, assisted in the development of an implementation strategy that identified catalyst projects for this revitalization effort. He then prepared detailed financial analyses for three proposed alternative site use plans. These ranged from a straightforward development of mixed uses to a more involved redevelopment plan including a hotel complex and extensive park/open space development. The financial analyses incorporated construction cost elements, market rate lease rates, and tax revenue implications.



Dr. Swiger also identified the types of firms and businesses that were economically viable for this mixed-use project, and supported the residential and community-oriented uses planned for the district. This included an analysis of the economic base of the subject area and the recommendation of new businesses for the waterfront area.

The project received an American Planning Association Regional Award.

Project Contact: Mr. John Holihan, Principal, River Street Planning and Development LLC, Troy, New York. Telephone: 518/273-8980

SWIGER CONSULTING, INC.

REDEVELOPMENT PROJECTS

INFINIUM (EXXON) REDEVELOPMENT STUDY AND PLAN

Exxon Corporation had moved the vast majority of its research and development and administrative operations from this site in Linden by 2004. The site is in an excellent location on the northern border of the City, an area that is underserved in terms of commercial and retail services, such as restaurants, banking services, and shopping. The City noted this lack of services and the underutilization of the site. The City requested that a study be conducted to determine if the area in question qualified as one "in need of redevelopment".

SWIGER CONSULTING, working with Planners Diversified, the City's planning consultant, conducted a through survey of the site, assessing the uses and conditions of all buildings. The land within the study area had remained underutilized, stagnant or not fully productive for a period of years. The project site, shown below, could prove useful and valuable for contributing to and serving the public health safety, and welfare, if the parcels were redeveloped. Designating the study area for redevelopment will enable the project area to contribute to the economic well being of the community by providing employment and tax revenues for the betterment of the community.



Redevelopment plans have been prepared for the site, including the razing of the old office and research facilities, and the construction of a shopping complex, including restaurants, personal service facilities and banking. The plans for the site have been approved by the Planning Board. Upon resolution of technical issues centering upon the

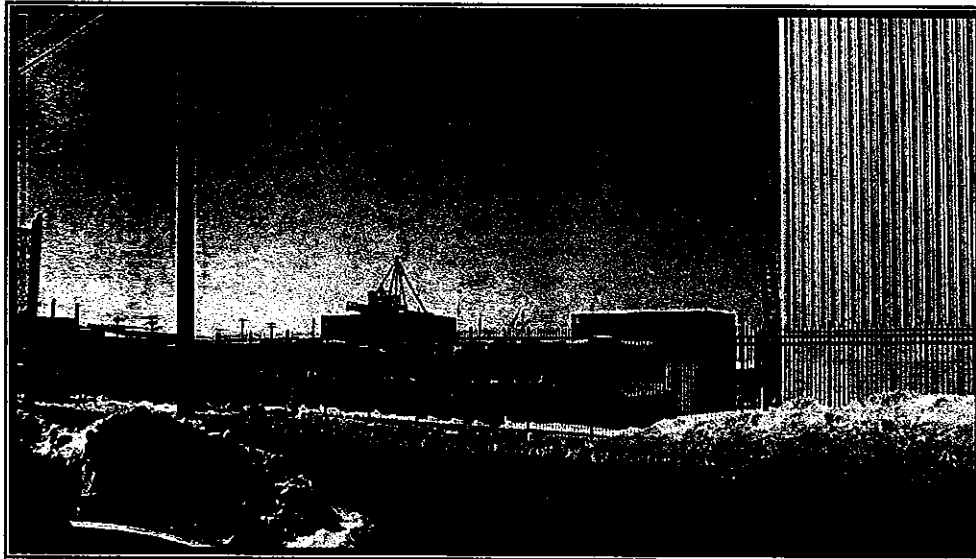
use/reuse of the service station on the northeast corner of the site, construction will begin.

Contact Information: Mr. Fred Michaeli, Special Consultant (Retired), Planners Diversified, 843/768-2223. E-mail: f_michaeli@bellsouth.net.

SWIGER CONSULTING, INC.

ECONOMIC IMPACT PROJECTS

PRESERVATION OF THE CAMDEN, NJ PORT DISTRICT



The City of Camden proposed to make the entire Port District, an active industrial area, and one of the economic engines of the City, an area in need of redevelopment, with the primary proposed use as residential. Property owners and Port tenants united against this concept and asked **SWIGER CONSULTING** to assist in defending their businesses. Dr. Ernest Swiger prepared a detailed economic impact analysis which demonstrated that the Port not only was a significant economic force in its own right, but that its activities supported many and diverse aspects of the City, County, and regional economies. Dr. Swiger testified before the Camden Planning Board and provided materials to the local and regional press in defense of the Port businesses.

The project went beyond simply defending the Port area with Dr. Swiger's preparation of plans to preserve Port operations while accommodating proposed nearby residential development. Dr. Swiger's scenario included closing some streets and channeling traffic through key corridors, the creation of physical buffers around the Port area, the preservation of space for the expansion of Port operations, and the creation of commercial districts facing the Port area.

The City rescinded its proposal and Port activities continue at a record-breaking pace.

Contact Information: Mr. Morris Smith, Counsel for the Camden Waterfront Alliance.
Telephone: 856/966-0770. E-mail: mgsmitheq@prodigy.net

SWIGER CONSULTING, INC.

SITE USE PROJECTS

SITE USE AND DEVELOPMENT ANALYSIS FOR WOODLAND TOWNSHIP, NEW JERSEY

Market Assessment, Industry Targeting, Development Strategy

SWIGER CONSULTING teamed with a real estate consulting and appraisal firm to conduct an analysis of the best use for a 70-acre site in this rural and development restricted community in the Pinelands Region of central New Jersey. The community wished to use this opportunity to increase its tax ratable base in the best possible manner considering its location in a wilderness area along a major highway leading to highly visited beaches.

The team, led by Dr. Swiger, defined the market area and assessed the demographics and spending patterns of the market area population. This data was reviewed in light of the area's particular focus on camping, hiking and other outdoor recreational activities associated with the region's three state parks, including scenic Bass River, shown below, and the Pinelands National Reserve designation. Specific recommendations for this high visibility site with good highway access included the development of a high-end recreational vehicle park, the establishment of retail outlets specializing in crafts, antiques, and local foods, as well as an open air market in the rear of this deep property.



The consulting team then defined the revenue generating options for the Township, including immediate sale of the property, and leasing the site with a Payment in Lieu of Taxes (PILOT). Revenue streams were projected for the scenarios and recommendations made about development policies. Site improvements necessary to ready the site for development were noted and sources of public

funding for necessary environmental studies and infrastructure improvements were made.

The Township is now preparing a development application to the Pinelands Commission, though work has been delayed to conduct required environmental studies.

Contact Information: Mr. David O'Brien, Project Manager/Special Consultant.
e-mail: dpo08016@yahoo.com.



PROJECT:

**CLEARFIELD, PENNSYLVANIA
STRATEGIC ECONOMIC PLANNING: REUSE OF THE
QUEHANNA COMPLEX**

**WORK PROGRAM
AND
ACHIEVEMENT:**

TPA staff was contracted to prepare a strategic economic plan for Clearfield County, in a rural area of Northwest Central Pennsylvania. The County has a declining population and has suffered from structural dislocation in the coal and steel industries. Relocation of the Piper Aircraft production capability from a remote site in Clearfield County brought about a serious unemployment problem, as well as an opportunity with respect to reuse of the 400,000-square-foot factory.

TPA evaluated the regional economy to help target potential tenants for the reuse of the industrial facility. Our targeting efforts provided the basis for countywide economic strategies as well as reuse of the facility. We selected the following industrial sectors as most appropriate for this location: packaging machinery, business and institutional furniture, paper machinery and welding equipment. Within those sectors we screened a list of approximately 1,000 specific industrial candidates, providing names of real estate contacts in those companies. We also set forth a marketing strategy and appropriate promotional materials, for which the County obtained a \$5,000 grant to start marketing efforts.

In connection with our targeting work we recommended an implementation approach, specifying a portion of the facility as an incubator for smaller businesses, particularly related to wood products industries. We worked with the State Department of Commerce and the IDA to structure a funding approach and recommended a management entity for the facility. These recommendations are being implemented through a cooperative effort of local, regional and state industrial development professionals.

CLIENT:

Clearfield County Industrial Development Authority (IDA)
Clearfield, Pennsylvania



PROJECT:

**SUFFOLK, VIRGINIA
HIGH TECHNOLOGY DEVELOPMENT: THE VIRGINIA
MODELING, ANALYSIS AND SIMULATION CENTER**

WORK PROGRAM
AND
ACHIEVEMENT:

In September, 1996 the Old Dominion University Research Foundation retained Thomas Point Associates to evaluate potential development associated with the Joint Training, Analysis and Simulation Center ('JTASC') in Suffolk, Virginia, a Department of Defense center for the modeling and simulation of warfare and military strategy. ODU directed that TPA determine the feasibility of a technology transfer organization and high tech incubator that it called the Virginia Modeling, Analysis and Simulation Center ('VMASC').

The consultants identified four potential marketing relationships associated with JTASC: computer programming, training, software development and management consulting. We visited the leading centers of training and simulation in the US and concluded that VMASC should bring together private companies, universities and government organizations in the application and development of modeling and simulation technology to solve real-life problems.



We proposed that VMASC provide a framework for:

- Technology transfer and commercialization.
- Collaboration among diverse member organizations, acting as a facilitator and host for member programs and projects.
- Sponsorship of education programs in modeling and simulation.
- Creation of modeling and simulation applications to business problems.

TPA concluded that the concept was feasible and ODU developed the project. In 2007 VMASC celebrated its 10th anniversary and relocated into a new 60,000 sf office/lab complex. The Center has become a global leader in modeling and simulation.

CLIENT:

Roland Mielke
College of Engineering and Technology
Old Dominion University
Department of Electrical and Computer Engineering
Norfolk, Virginia 23529-0246
804-683-3741



PROJECT:

**FAYETTEVILLE, NORTH CAROLINA
CORRIDOR COMMERCIAL REDEVELOPMENT FROM
BRAC-RELATED GROWTH**

**WORK PROGRAM
AND
ACHIEVEMENT:**

The Fayetteville Housing Authority retained TPA to evaluate commercial real estate potentials associated with redevelopment of the Old Wilmington Road corridor and the adjacent downtown neighborhood in relation to community need for retail space that could be developed in the corridor in conjunction with the Hope 6 redevelopment project and potential development of a business park to support BRAC-related commercial growth.

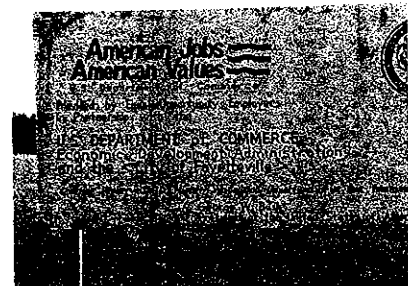
TPA evaluated the market area and identified two principal opportunities to redevelop the neighborhood:

- Creation of a near-downtown **"city neighborhood center"** that will support the growing downtown resident population with neighborhood stores and services (grocery, video, laundry, banking, pharmacy) and other support retail.
- Development of a **"middle-tech business center"** that will employ target area residents, with Fayetteville State University creating an incubator facility in the HUB Zone to train residents to create businesses to benefit from the explosion of military contracting about to take place.

Working with the development team we recommended that the two projects be connected through proximity, trails and design.

CLIENT:

Chuck Billand, Project Manager
TCG International
10 G St. N.E.
Suite 480
Washington, D.C. 20002
Tel. (202) 408-8501 ext. 40
billand@tcgillc.com



Industrial Park, Fayetteville, NC



PROJECT

**PORTSMOUTH GASEOUS DIFFUSION
PLANTS PIKETON, OHIO**

**WORK PROGRAM AND
ACHIEVEMENT**

The Portsmouth Gaseous Diffusion Plant (PORTS) has been in operation since 1954. Currently, its primary mission is to enrich uranium for fuel for a global nuclear power plant market. In 1994, DOE announced that over 750 jobs would be eliminated due to reconfiguration of operations at the PORTS facility in Piketon as a result of changes in the Department of Defense's strategic mission at the plant.

The PORTS facility is located two miles south of the town of Piketon in south-central Ohio. The site is located near the junction of Ohio State Highway 32/124 (Appalachian Highway), which leads to Cincinnati in the west and Athens in the east, and U.S. Highway 23, which flows to Columbus in the north and Portsmouth in the south. Piketon, the site of the DOE facility is approximately half way between the cities of Portsmouth and Chillicothe. In addition, the region is within 75 miles of north-south Interstate 71 and east-west Interstate 64. The region is served by several major railroad lines: Norfolk Southern, CSX, Conrail, and the Indiana & Ohio.

The site will not be sold off in full while the facility remains in operation. However, DOE plans to sell or release some of the facilities at the site. There are a number of properties at the site not being used by DOE that will be transferred to Lockheed Martin and the Ohio National Guard to expand their activities. Approximately 70 to 90 acres are undeveloped and available for future development.

The Pike County Community Reuse Organization (PCCRO) is the official CRO for Portsmouth. For the past 40 years, the DOE has been the largest employer in South Central Ohio (2,500 employees and 500 contractual workers). As a result of recent and imminent downsizing, PCCRO was formed by the Ohio Valley Regional Development Commission (OVRDC) to represent public and private sector interests during the transition in the local economy.

TPA worked with the PCCRO to evaluate the market for new industrial uses at the PORTS facility and assisted in planning a targeting and marketing campaign.

CLIENT:

International Economic Development Council
Ed Gilliland, Vice President for Research
(202) 942-9461

KUTAK ROCK LLP CURRENT BASE CLOSURE AND REUSE CLIENTS:

Athens Navy Supply Corps School Local Redevelopment Authority, Georgia (NSCS)
Brooks Development Authority, San Antonio, Texas (Brooks Air Force Base)
City of Alameda, California (Naval Air Station Alameda)
City of Indianapolis and City of Lawrence, Indiana (Fort Benjamin Harrison)
City of Marina, California (Fort Ord)
City of New Orleans, Louisiana (Naval Support Activity New Orleans)
City of Orlando, Florida (Orlando Naval Training Center)
City of San Francisco, California (Hunters Point Naval Shipyard and Treasure Island)
City of Seaside, California (Fort Ord)
City of Sunnyvale, California (Onizuka Air Force Station)
City of Tustin, California (Marine Corps Air Station, Tustin)
Fort Ord Reuse Authority, California (Fort Ord)
Glenn Rehbein Companies, Minnesota (Twin Cities Army Ammunition Plant)
Horsham Township Authority, Pennsylvania (NASJRB Willow Grove)
Milwaukee, WI 440TH Local Redevelopment Authority, Wisconsin (440th Air Force Reserve Base)
Monterey Peninsula College, California (Fort Ord)
River Ridge Development Authority, Indiana (Indiana Army Ammunition Plant)
Team Stratford, Connecticut (Stratford Army Engine Plant)

PREVIOUS KUTAK ROCK LLP BASE CLOSURE AND REUSE CLIENTS:

City of Adelanto, California (George Air Force Base)
City of Anniston, Alabama (Fort McClellan)
City of Aurora, Colorado (Lowry Air Force Base)
City of Beeville, Texas (Chase Naval Air Station)
City of Blytheville, Arkansas (Eaker Air Force Base)
Caddo Lake Institute, Texas (Longhorn Army Ammunition Plant)
City of Charleston, South Carolina (Charleston Naval Base and Charleston Naval Shipyard)
City of Chicago, Illinois (O'Hare Air Reserve Station)
City of Enid, Oklahoma (Vance Air Force Base)
City of Glenview, Illinois (Glenview Naval Air Station)
City of Highland Park and City of Highwood, Illinois (Fort Sheridan)
City of Key West, Florida (Naval Air Station Key West)
City of Lakewood, California (Long Beach Naval Hospital)
City of Lubbock, Texas (Reese Air Force Base)
City of Millington, Tennessee (Memphis Naval Air Station)
City of Waterloo and City of Romulus, New York (Seneca Army Depot)
Clark County, Washington (Camp Bonneville)
Fauquier County, Virginia (Vint Hill Farms Station)
Jacksonville Port Authority, Florida (Naval Air Station Cecil Field)
Kansas Development Finance Authority, Kansas (Sunflower Army Ammunition Plant)
Labette County, Kansas (Kansas Army Ammunition Plant)
New London Development Corporation, Connecticut (Naval Undersea Warfare Center)
Miami-Dade County Government, Florida (Homestead Air Force Base)
Nottoway, Dinwiddie, Amelia, Brunswick and Lunenburg Counties and Town of
Blackstone, Virginia (Fort Pickett)

Orange County, California (Marine Corps Air Station, El Toro)
Orange County, Florida (Naval Sound Lab)
Pueblo Depot Activity Development Authority, Colorado (Pueblo Army Depot)
U.S. General Services Administration, Washington, DC (White Oak NSWC)

KUTAK ROCK LLP BASE CLOSURE AND REUSE REFERENCES

Fort Ord Reuse Authority (OEA recognized LRA) with regard to the Closure of Fort Ord:

Mr. Michael Houlemard, Executive Officer
Fort Ord Reuse Authority
100 12th Street, Building 2880
Marina, California 93933-6006
(831) 883-3672
michael@fora.org

Navy Supply Corps School Local Redevelopment Authority (OEA recognized LRA) with regard to Navy Supply Corps School, Athens:

Mr. Benjamin H. Allen Jr.
Executive Director
Navy Supply Corps School Local Redevelopment Authority
2595 Atlanta Highway
Athens, Georgia 30306
(706) 549-0706
ballen@negia.net

City of Tustin (OEA recognized LRA) with regard to Marine Corps Air Station, Tustin:

Ms. Christine Shingleton, Assistant City Manager
City of Tustin, California
300 Centennial Way
Tustin, CA 92780
(714) 573-3107
cshingleton@tustinca.org

Miami-Dade County (OEA recognized LRA) with regard to Homestead AFB:

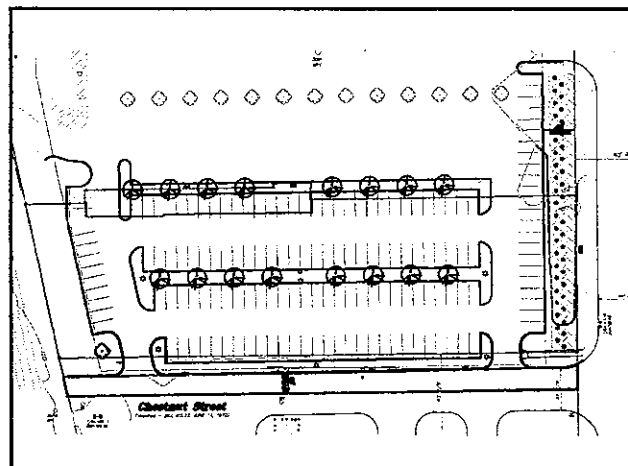
Ms. Diana Gonzalez
Homestead Reuse Plan coordinator
Miami-Dade County
8235 SW, 60th court
Miami, Florida 33143
(305) 793-0597
dmgzo@aol.com

City of Alameda (OEA recognized LRA) with regard to Naval Air Station, Alameda:

Ms. Teresa Highsmith, Alameda City Attorney
Alameda City Hall
Room 280
2263 Santa Clara Avenue
Alameda, California 94501-4544
(510) 747-4752
thighsmi@ci.alameda.ca.us

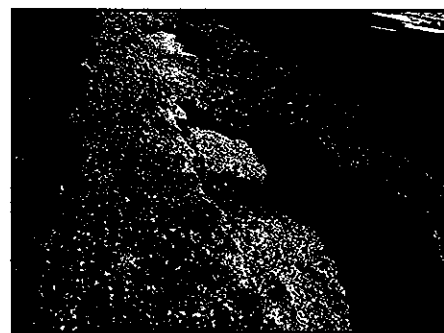
FLEETWOOD PARKING LOT DESIGN

Owner: Reading Area Community College
Location: City of Reading, Berks County, PA
Completion: Spring 2008 (Est.)
Contractor: N/A
Funding Source: Private
Fee: N/A
Construction Cost: \$312,000



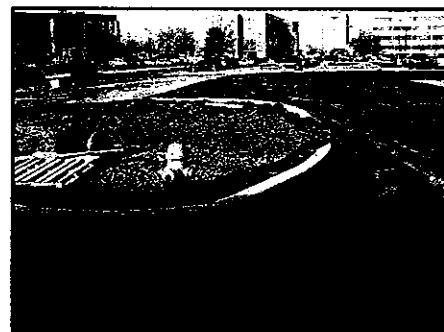
PROJECT BACKGROUND:

- New 154-space surface parking lot
- Connection of new lot to existing parking area on college campus
- Driveways connecting new lot to a street owned by the City of Reading and a vacated street, owned by the College
- Lighting and Photometric Plan
- Landscape Plan
- New storm sewer system and connection to existing facilities



SERVICES PROVIDED:

- Development of site plans and site grading plan
- Coordination with College and City officials for project design
- Development of stormwater management plan and design of storm sewer system
- Obtained Soil Erosion and Sedimentation Control approvals
- Coordination with City officials for ordinance and codes
- Public meeting attendance for municipal approvals
- Coordination of subconsultants, including lighting designer
- Generated plans and technical specifications
- Provided construction contract administration and construction inspection services



Locations:
York
Gettysburg
Lancaster
www.csdavidson.com

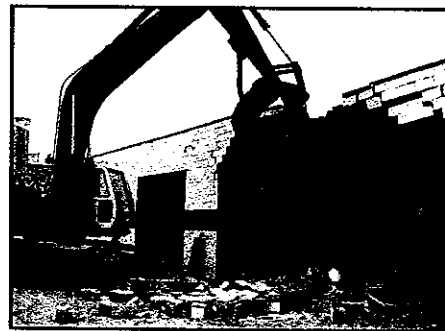
DEMOLITION FOR NORTHWEST TRIANGLE INITIATIVE

Owner: City of York Redevelopment Authority
Location: City of York, York County, PA
Completion: 2008
Contractor: General—Lycoming Supply, Inc.
Environmental—PDG Environmental
Funding Source: Redevelopment Assistance Capital Program Grant
Fee: \$62,600
Construction Cost: \$278,139



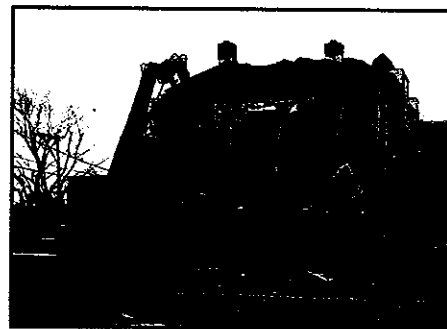
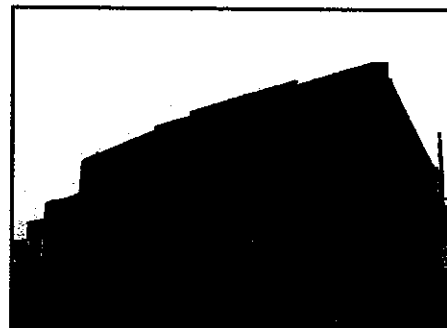
PROJECT BACKGROUND:

- Revitalization of urban brownfield area from blighted and largely industrial properties to rejuvenated mixed-use residential and commercial properties
- Demolition of multiple existing buildings and infrastructure over 29 acres and 22 parcels in the downtown area
- Site preparation of brownfield areas for future construction and renovation
- Remediation of environmental hazards from past industrial uses
- Restoration of several existing buildings to be used as commercial properties



SERVICES PROVIDED:

- Complete topographic and utility survey of the project site and surrounding properties
- Coordination with all utilities affected by the demolition and site restoration
- Coordination with railroad for the protection, relocation and/or demolition of multiple rail lines throughout the property
- Development of civil and structural demolition plans and specifications for the entire area
- Contract and bidding phase management including bid package development, bidding oversight and contractor selection
- Project management services for contract development, project invoicing, request for information and change order review, site assistance, and coordination with City entities
- Demolition phase services including weekly demolition progress meetings, project scheduling, and testing and inspection services of finished properties

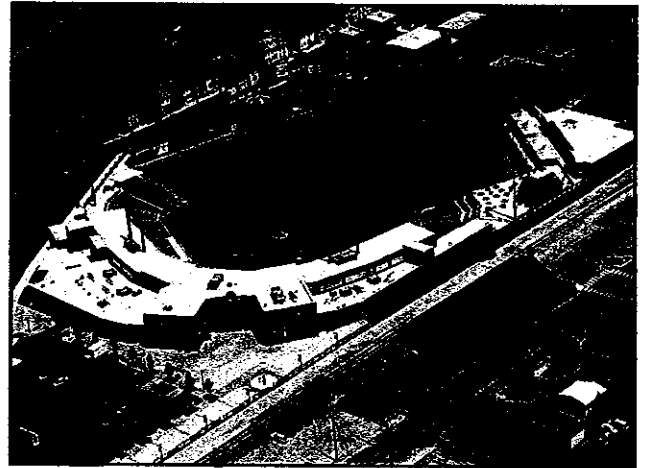


 **C.S. Davidson, Inc.**
Excellence in Civil Engineering

Locations:
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Lancaster
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SOVEREIGN BANK STADIUM

Owner: York County Industrial Development Authority
Location: City of York, York County, PA
Completion: 2008
Contractor: Lobar, Inc.
Funding Source: Public and Private
Fee: \$280,000
Construction Cost: \$32 million

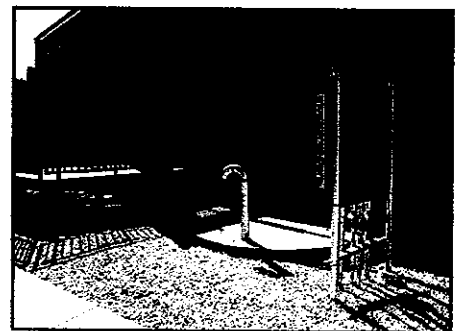



PROJECT BACKGROUND:

- 6,000 seat baseball stadium serving as the home field for the York Revolution, an Atlantic League minor league baseball team

SERVICES PROVIDED:

- GPS survey control for aerial photogrammetry and topographic survey
- Deed and title research for 30 city parcels, including easements and encumbrances
- Boundary surveys for 27 city parcels and nine streets, street vacation plans for the streets and a reverse subdivision plan combining the vacated streets and parcels into one 9.5 acre parcel
- Obtained land development plan approval from the York City Planning Commission and the York City Council
- Obtained a PENNDOT Highway Occupancy Permit for the relocation of improvements to Arch Street and for utility upgrades and relocations
- Completed all site design including:
 - Temporary relocation of railroad siding to facilitate construction
 - Relocation of utility mains and service lines without interruption of service
 - Demolition plans for the removal of all existing structures and improvements and utility disconnections for the affected properties
 - A site plan showing the proposed stadium and related site improvements, and their relation and connection to the existing improvements surrounding the development
 - A site grading plan detailing the changes in elevation to the site
 - Design of Soil Erosion and Sedimentation Control plans and coordination with the York County Conservation District
 - Stormwater management design including the relocation of a 48" diameter storm sewer with an existing in-line weir and a stormwater pumping station for drainage of the playing field
 - Provided construction stakeout and as-built locations to contractor



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ODD FELLOWS MIDDLETOWN HOME FACILITY CONDITION ASSESSMENT & MASTER PLAN

Owner: Odd Fellows Middletown Home
Location: Middletown, Dauphin County, PA
Completion: June 2008
Contractor: N/A
Funding Source: Private
Fee: \$124,900
Construction Cost: N/A



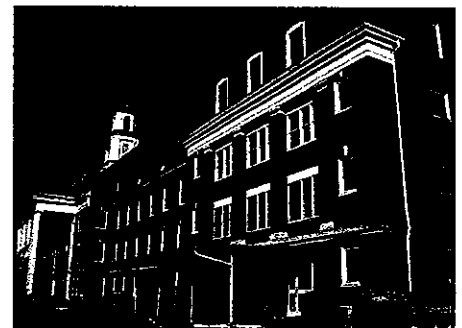
PROJECT BACKGROUND:

- The Middletown Home is a 110,000 S.F. non-profit facility with skilled nursing, assisted living, and independent care levels
- The Facility Condition Assessment and Master Plan was developed to guide all future planning and work initiatives
- Structural, architectural, mechanical, electrical, plumbing and civil aspects were studied at the Home, including all buildings and grounds



SERVICES PROVIDED:

- Performed site assessments and interviews for all disciplines
- Compiled comprehensive Facility Assessment Report covering all disciplines
- Performed full property survey, including topography and boundaries
- Developed Facility Master Plan Report as well as overall site layout drawings for future modifications, renovations, and additions to the Home
- Provided overall project management services for sub-consultant coordination, project invoicing, meetings, project scheduling and client coordination



Locations:
York
Gettysburg
Lancaster
www.csdavidson.com

CLIENT TESTIMONIALS

Our clients are our best marketers. Find out why we are one of the area's premier engineering firms for over 80 years and counting. The following comments were obtained through a third-party consultant, Tweed-Weber, Inc.:

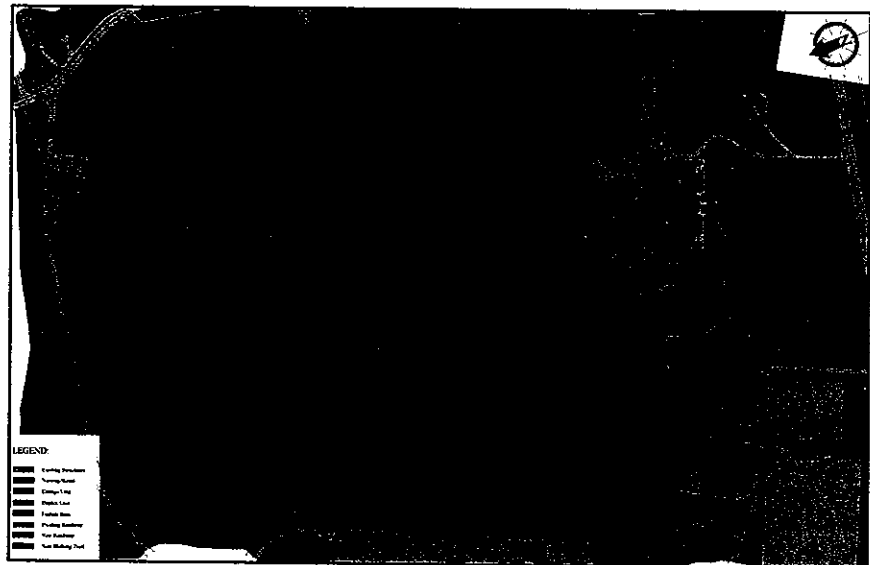
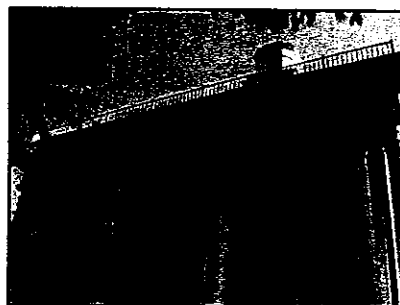
- C.S. Davidson always does what they say they will do.
- They are committed to the customer.
- They provide excellent service.
- They follow up and are responsive to us.
- Davidson works with the client to find reasonable and economical solutions.
- Customer service from Davidson tops their competitors.
- They have a history of doing good work; they are efficient.
- C.S. Davidson has high-caliber people.
- C.S. Davidson is customer focused and committed to excellence.
- Their willingness to follow up on contacts is their strength. They make sure clients are happy.
- I think their strength is the vast knowledge they have gained over their history.
- They have open communication, and they work with us.
- They understand our needs and meet our requirements.
- In the work I have done with them, they have responded quickly, which is a necessity.
- Davidson people keep checking the pulse on the projects they have. They provide good client relations and they know the local players. I think that helps make them more efficient.
- Their ability to understand what we're asking for and give it to us right the first time sets Davidson apart.
- The overall package they bring to the table is very strong. It is not a question of whether or not they can get something done; they are big enough to get the job done.
- Davidson is a big firm with a wide range of experience.
- I think their depth of knowledge in what they do is their strength. Their level of knowledge and experience are impressive.
- Davidson always provides good communication at the work site, and that is a big help to us.
- Their reporting is thorough, as it should be. They are conscientious.
- Their experience working with government regulations and local government projects is very valuable. They have been around long enough to know how to work with both government and private sector projects. Their experience working in our environment is unique and valuable.
- They have an intuitive knowledge they bring to the table because of their broad experience.
- They bring a degree of professionalism to the project that I don't see with other firms.
- Davidson doesn't let things linger. If we call, we get a response within 24 to 48 hours.



Locations:
York
Gettysburg
Lancaster
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Order of Odd Fellows
Middletown Home
Middletown, PA



Community Master Plan

The Middletown Home is a non-profit community that supports the Odd Fellows Association Mission, and is a Continuing Care Retirement Community that has all three levels of care uniquely located in one building. The community is composed of 102 beds in Skilled Nursing Services, 64 rooms in Assisted Living, and 16 Independent Apartments.

The facility consists of two distinct sections; the original 1924 four-story, Georgian structure, and a 1974 multi-wing addition.

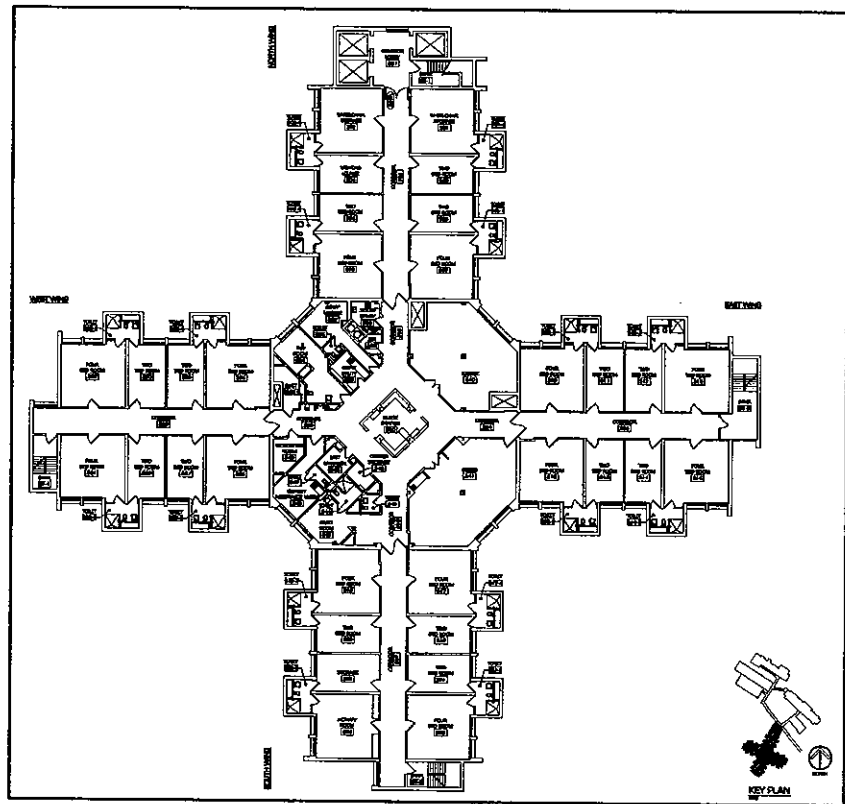
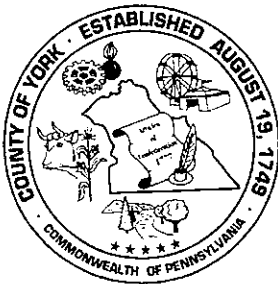
Services include a total facility assessment of the 120,000 sq. ft. facility, and Master Planning for the entire 100 acre property. Anticipated future projects include Physical Therapy, Home Health, and Activities Room additions, renovation of the entire fourth floor into independent living units, new independent living cottages, administrative offices relocation and renovation, new outdoor multi-purpose pavilion, nurse stations redesign and reconfiguration, as well as total building systems upgrades, and new emergency generator room addition.

Contact:
Catherine Kirkham, NHA
CEO/Administrator
Phone:
717-944-3351
Fax:
717-948-1510
Email:
ckirkham@middletownhome.org

Amount of Contract:
\$124,900.00
Period of Contract:
1/08 - 8/08
Status:
Master Plan Complete



Pleasant Acres Nursing
& Rehabilitation Center
York, Pennsylvania



Typical Floor Plan

Contact:
Mr. Marlin L. Peck, NHA
Administrator
Phone:
717-840-7101
Fax:
717-840-7414
Email:
mlpeck@york-county.org

Amount of Contract:
\$565,000.00
Period of Contract:
4/08 - 10/09
Construction Amount:
\$8,022,602.00
Status:
Construction Documents

The renovations of the Pleasant Acres Nursing and Rehabilitation Center for York County consists of various phases of the work throughout the complex and include the following buildings: Skilled Care Facility - Main Building, Basement Floor, 1st through 5th floors; Hospital Building - 1st and 2nd floors; and Dietary Building - Roof and Basement.

The Scope of Work consists of floor finish replacements, wall replacement for mechanical piping system replacements, elevator lobby enclosure on the 2nd through 5th floors of the Skilled Care Facility, floor and window replacements in the Hospital Building on the 1st and 2nd floor, roof replacement and floor replacement in the Dietary Building, construction of a new Generator Building for the Skilled Care Facility, and installation of elevator controls for the Main and Hospital Buildings.

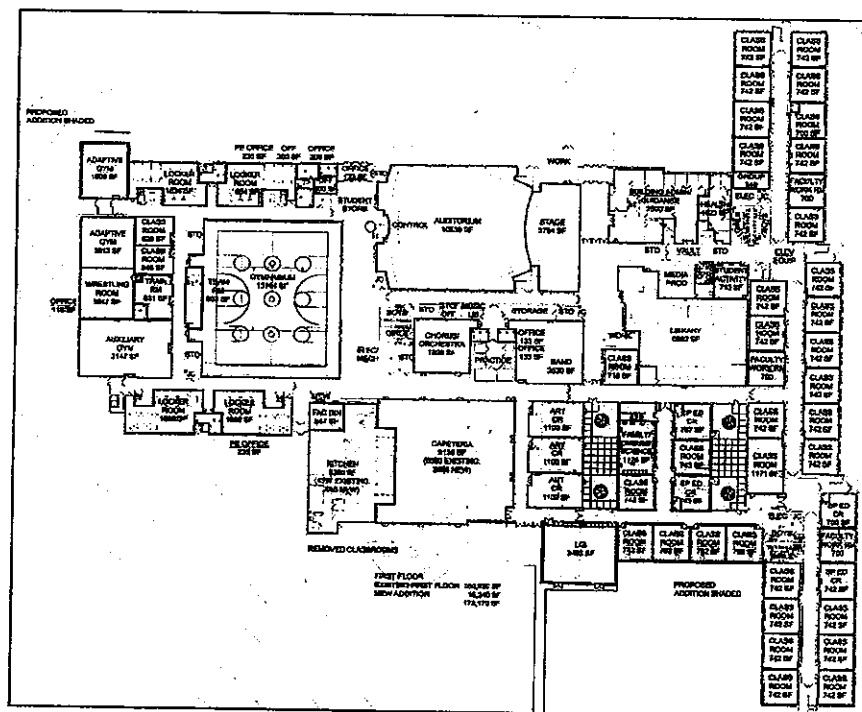
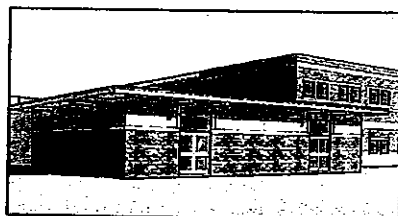


Derry Township School
District
Hershey High School
Additions & Renovations *
Hershey, Pennsylvania

This project, which was awarded through a design competition, includes the addition of eighteen classrooms, large group instruction room, auxiliary gymnasium, cafeteria and kitchen expansion, and renovation of the existing mechanical system throughout the existing two story classroom wing.



Project size: 26,000 s.f. addition
71,000 s.f. renovation
Construction cost: \$8,600,000
District contact: Mr. Ed Consalo
Director of Facilities
717-531-2202



Randy Paul & Associates, Inc.

IV ADVISORY SERVICE CONTRACTS & LIST OF ENGINEERING PROJECTS

The following is a comprehensive listing of projects in which our firm provided consulting engineering services over the past 40 years.

ADVISORY SERVICE CONTRACTS

Advisory service contracts for surveys and reports for operation and maintenance techniques; operation economics; system planning; system and facility evaluations; consultations; research and advice on all phases of mechanical and electrical engineering; supervision of construction.

LIST OF ENGINEERING PROJECTS

SCHOOL PROJECTS

NEW SECONDARY SCHOOL & ADDITIONS

Northern Tioga Co., Elkland
Oley Valley - Addition
Newport - Addition
St. Joan of Arc, Hershey, Pa.
Mechanicsburg High School Library, Mechanicsburg, Pa.
Caln Elementary School
King's Highway Elementary School
Coudersport Elementary - Computers
Otto Eldred School Addition
Clarion Elementary Addition
Mt. Pocono Jr./Sr. High School
South Middleton Middle School
Line Mountain School District
Halifax School District
Millersburg School District
Northern Potter School Addition / Gym
Wellsboro High School
Coudersport Elementary School
Coudersport High School - Kitchen Addition
Coudersport C.A.R.P. Field

Randy Paul & Associates, Inc.

BOILER PLANT CONVERSIONS

All schools in Bellefonte
All schools in State College
Abraham Lincoln School, Scranton
Tri-Service Boiler, Union School District

COLLEGES AND UNIVERSITIES

FRANKLIN AND MARSHALL COLLEGE

Central System Chilled Water Plant for Air Conditioning
Science and Research Building
Dormitory
Boiler Plant
Dr. Leon Herman Arts Center
Complete Renovations of Fackenthal Biology Laboratories
Extension of Central Chilled Water Plant and System

MARYWOOD COLLEGE

Boiler Plant
Steam Distribution System
Maintenance Building
Extend Electrical Distribution
Revamp Liberal Arts Building, Fenestrations, Ceilings, Lighting, Plumbing
Elevator and Air Conditioning
Electric and Condensate Meters all Buildings
Multi-Purpose Field House and Art Center
New Addition to Post Office

PENNSYLVANIA STATE UNIVERSITY

Convert three pipe HVAC to four pipe system Keller Continuing Education Building
Office addition for Physical Plant Maintenance Building

OTHER COLLEGE PROJECTS

Maintenance Building, Mansfield State College
Extension of Utilities and central System Supervisory System, Shippensburg State
College
New Boiler Plant, Wells College

HOSPITALS

CENTER COUNTY HOSPITALS

New Boiler Plant, Willow Bank Hospital, Bellefonte
New Hospital, State College

Randy Paul & Associates, Inc.

LOCK HAVEN HOSPITAL

Complete Air Conditioning
Boiler Conversion
Emergency Services, Radiological and Laboratory Addition

TOWANDA HOSPITAL

Boiler & H.W. Heater Replacement
Emergency Room Addition
Nursing Wing Addition
Cardiac Suite Addition

READING COMMUNITY GENERAL HOSPITAL

Boiler Plant
Intensive Care and Coronary Care Unit

STATE HOSPITALS

Complete New Heating, Plumbing and Electrical System for 20 Buildings at Farview
State Hospital
Boiler Conversion, Charles Landis Hospital, Philadelphia
Boiler Plant renovations, coal & ash systems and emission control at
Embreeville State Hospital
Life Safety Code Requirements for Farview State Hospital
Handicapped requirements for Selinsgrove Center
Replace steam and electric facilities, Scotland Childrens School

OTHER HOSPITAL AND HEALTH CARE FACILITIES

New Medical Center, New Holland
Addition to Cowanesque Health Center, Elkland
Alterations, M & L Laboratories, Blakely
Dental Suite for Lancaster Medical Center, Christianna
Medical Center, Johnsonburg
Medical Center, New Danville
Medical Center, Lancaster
Rill Veterinary Clinic, Camp Hill
Jackson Surgical, Camp Hill
Geisinger Medical Building, Lewisburg
Geisinger Medical Building, Montoursville
Occ. Med. - Hampden, Hershey, Harrisburg
Geisinger Medical Building Addition, State College
Colonial Park Family Dentistry, Harrisburg, Pa.
Oakwood Medical Building, Camp Hill, Pa.

Randy Paul & Associates, Inc.

EXTENDED CARE FACILITIES

New Nursing Home for Lutheran Aged, Tipton
New Nursing Home, Lock Haven for Clinton County
Major addition, renovations and new laundry and boiler plant for Centre Crest Nursing Home at Bellefonte for Centre County
Nursing Home and Convent for Little Sisters of the Poor, Dunmore
Dietary Wings, Rest Haven at Schuylkill Haven, Schuylkill County
Additions and alterations to Church of God Nursing Home, Carlisle
Addition to Allied Services for Handicapped, Scranton
Additions to Maple Crest Nursing Home, Bloomsburg, Pa.
New 121 Bed Nursing Home, Curwensville, Pa.
New 120 Bed Nursing Home, Fairview Twp., York, Pa.
RE-HAB Hospital, Mechanicsburg, Pa.
RE-HAB Hospital, Monroe, Pa.
Broad Acres Nursing Home, Wellsboro, Pa.
Nursing Home Assisted Living Wing, Wellsboro, Pa.
Assisted Living, Maple Valley
Susque-View Home, Lock Haven, Pa.
Homeland Gardens, Harrisburg, Pa.

FEDERAL PROJECTS

Mauch Chunk Creek Park, Carbon and Schuylkill Counties
Emergency Flood Relied Mobile Home Unit, Wilkes-Barr, Pa.
Renovations to Lunch Areas, Office Areas and 20 Restrooms and Toilets, Mechanicsburg Defense Facilities
Preliminary Engineering Documentation for Heating Plant for Mustin Field, U.S. Naval Shipyard, Philadelphia, Pa.
Implementation of Design for Construction of New Heating Plants, Mustin Field, U.S. Naval Shipyard, Philadelphia, Pa.
Hazardous Storage Rooms, Mechanicsburg Defense Facilities

STATE PROJECTS

DEPARTMENT OF ENVIRONMENTAL RESOURCES

Office for District Forest No. 10, Potter County
Alterations to Marina for Ecology Exhibit, Shickellamy State Park, Sunbury
Alterations to Pre-Revolution Home for Park Office, Tyler State Park
Flood Control, Limestone Run, Northumberland, Pa.
Alterations to Building at State Parks, Ohiopyle, Ridley, Cordorus, King's Gap, Jacobus, Rausch Creek, Pine Grove Furnace

Randy Paul & Associates, Inc.

DEPARTMENT OF MILITARY AFFAIRS

New Armory, Honesdale
Addition and Alterations to Armory, Hazelton
Alterations to five buildings for Indiantown Gap Military Reservation
New Armory, New Milford, Pa.
Stryker Building, Chambersburg, Pa.

DEPARTMENT OF PUBLIC EDUCATION

New Primary Building, Pennsylvania State Oral School, Dunmore
New Life Science Building, Pennsylvania State University
New Maintenance Building, Mansfield State College
Extension of Utilities, Shippensburg State College
New Gymnasium and Auditorium, Kutztown State College
Replacement of Steam and Electric Distribution, Scotland School

DEPARTMENT OF WELFARE

Boiler Plant Renovations and Coal Handling System, Embreeville State Hospital
Life Safety Requirements for Fairview State Hospital
Handicapped work for Selinsgrove Center
Boiler Plant Improvements, Selinsgrove Center
Boiler Conversion, Charles Landis State Hospital

HISTORICAL AND MUSEUM COMMISSION

New Country Store and Parking Lots, Restoration and Renovations to Landis Hotel,
H. Landis Home and barn, I. Landis Stable, Bitzer Barn for Landis Valley Farm
Museum
New Bunk House, Mess Hall and Store, Smithy Carpenter Shop and Saw Mill for State
Lumber Museum at Denton Hill
Renovations and Restoration to Barn and Tavern for Fort Hunter Museum

RECREATION CENTERS

Montgomery
Stoevers Dam Playhouse
Gettysburg YMCA
Carlisle YMCA
Upper Dauphin YMCA
Perry County Historian Building, New Bloomfield, Pa.
Carlisle Theater
Chambersburg Theater
Gettysburg Hotel and Convention Center
Lewistown Community Center, Lewistown, Pa.

TecPort Business Center Dauphin County, Pennsylvania

When Crossgates, Inc. was looking to develop the former Amp world headquarters campus in Swatara Township, Dauphin County, PA into one of the leading Technology Parks in Pennsylvania, they knew they needed to hire a project team that could meet the challenges of this demanding project. One of the challenges of this development site was that major access for the project was on Paxton Street, a one-way roadway along the property's frontage. Transportation Resource Group, Inc. (TRG) was selected to perform the project's Traffic Impact Study (TIS), and a separate study that converted Paxton Street (S.R. 3010) from a one-way traffic operation to a two-way operation.

The TecPort Development has been a tremendous success, with development continuing on the 102-acre campus. At full build-out, it is anticipated that the Business Center will consist of over 1,000,000 s.f. and add approximately 4,000 jobs to the area. State grants and funding were instrumental in getting the project off the ground. TRG assisted the project team by making formal presentations to PENNDOT and the local Municipal Planning Organization (MPO), related to the recommended transportation improvements.



This project was a public-private partnership whereby Crossgates, Inc. financed the engineering of the project, while PENNDOT performed and financed the construction.

This project recently received the Central Pennsylvania American Society of Civil Engineers "Project of the Year" Award.



APPENDIX D

Required Forms and Addenda Acknowledgements

NON-COLLUSION AFFIDAVIT

State of PA

County of Monroe

Sharon A. Swiger, being first duly sworn, deposes and says that:

He/She is Officer of the Proposer that has
(Owner, Partner, Officer, Representative or Agent)
submitted the attached Proposal;

He/She is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;

Such Proposal is genuine and is not a collusive or sham Proposal;

Neither the said Proposer nor any of its officers; partners, owners, agents, representatives, employees or parties in interest, including this affidavit, has in any way colluded, conspired, connived or agreed, directly or indirectly, with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the Contract for which the attached Proposal is submitted or to refrain from submitting in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication of conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit or cost element of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Reading or any person interested in the proposed Contract;

The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affidavit; and,

Neither the said Proposer nor any of its officers, partners, owners, agents or parties in interest, have any interest, present or prospective, that can be reasonably construed to result in a conflict of interest between them and the City of Reading, which the Proposer will be required to perform.

NON DISCRIMINATION STATEMENT

The undersigned hereby certifies that it shall not discriminate against any employee or applicant for employment because of race, color, religion, sex, handicap, familial status, or national origin. The undersigned shall take affirmative action to insure that applicants for employment are employed, and that employees are treated during employment, without regard to their race, color, religion, sex, handicap, familial status, or national origin.

Sharon A. Swiger

Ernest Swiger Consulting Inc.
BIDDER

President
TITLE

CERTIFICATE OF ACKNOWLEDGMENT OF RECEIPT OF ADDENDUM

THE CITY OF READING

ADDENDUM NO. 1

BID #RFP: Reuse of Navy/Marine Reserve
Center

FORMER DUE DATE: 2:00 P.M. Prevailing
Time, September 3, 2008

NOTICE

This addendum must be signed, attached to, and returned with your proposal to the City of Reading by the time and date indicated ABOVE:

**THE DUE DATE FOR THIS RFP HAS BEEN EXTENDED TO 2:00 PM
PREVAILING TIME, WEDNESDAY, SEPTEMBER 17, 2008.**

**THE DEADLINE FOR RECEIVING QUESTIONS HAS BEEN EXTENDED TO 2:00
PM, MONDAY, SEPTEMBER 8, 2008, WITH AN ADDENDUM BEING ISSUED BY
WEDNESDAY, SEPTEMBER 10, 2008.**

**THERE WILL BE A SITE VISIT FOR THIS FACILITY ON FRIDAY, SEPTEMBER
5, 2008, FROM 10:00 AM UNTIL 12:00 PM (NOON).**

**Q1: IS THERE A PREDETERMINED DATE THE PROJECT SHOULD BE
COMPLETED?**

**A1: DRAFTING AND SUBMITTED THE REUSE PLAN TO HUD AND
OBTAINING HUD APPROVAL NEEDS TO BE COMPLETED BY JUNE/JULY
2009.**

**Q2: HAVE ANY CONSULTANTS BEEN NOTIFIED/CONTACTED REGARDING
THIS PROJECT?**

A2: YES

**Q3: WHO HAS DONE THIS TYPE OF WORK IN YOUR AREA BEFORE? WERE
YOU SATISFIED WITH THE WORK PERFORMED?**

**A3: TO THE BEST OF THE CITY'S KNOWLEDGE, THERE HAS NOT BEEN A
SIMILAR PROJECT IN OUR AREA PRIOR TO THIS ONE.**

Q4: HAS A BUDGET RANGE BEEN DETERMINED? IF SO, PLEASE PROVIDE.

A4: THE BUDGET RANGE IS \$85,000 TO \$100,000

**Q5: CAN YOU PROVIDE A LIST OF CONSULTANTS WHO HAVE EXPRESSED
INTEREST IN OR WERE NOTIFIED REGARDING THIS PROJECT?**

A6: SEE ATTACHED LIST

I, HEREBY CERTIFY THAT THE CHANGES COVERED BY THIS ADDENDUM HAVE BEEN TAKEN INTO ACCOUNT.

Firm Name (Type or Print) Ernest Swiger Consulting

Authorized Signature Sharon A. Swiger

Title President

Name (Type or Print) Sharon A. Swiger

Date 9/16/08

CERTIFICATE OF ACKNOWLEDGMENT OF RECEIPT OF ADDENDUM

THE CITY OF READING

ADDENDUM NO. 2

BID #RFP: Reuse of
Navy/Marine Reserve Center

DUE DATE: 2:00 P.M. Prevailing
Time, September 17,
2008

NOTICE

This addendum must be signed, attached to, and returned with your proposal to the City of Reading by the time and date indicated ABOVE:

- Q6:** The RFP mentions an MBE/WBE criteria in the evaluation section, but this factor is not discussed elsewhere in the document. Would you please clarify this? Is there a requirement for this factor, and, if so, would you please advise us of the percentage necessary?
- A6:** The City does not have a requirement for MBE/WBE. However, we do encourage it and assign evaluation points from 0-5 for any firm including MBE/WBE participation in their proposal.
- Q7:** The qualifications note "legal expertise" as an element, but, it is not clear to me the degree to which this is needed. Would you please define the anticipated role for this component of any proposed team?
- A7:** Experience handling legal issues with BRAC properties and/or planning, redevelopment, zoning issues, etc that accompany reuse of parcels.
- Q8:** I am not clear on the role the consultant team is to play with respect to the homelessness considerations. It appears that this LRA consultant team is to review and assess the NOI with respect to this issue, but that no additional research, interviews or other tasks are envisioned. Is that correct?
- A8:** The intent is for the consultant to meet/consult with the organizations that submitted an NOI to ascertain what is needed to determine if the NOI is valid and meets the requirements that are described in the BRAC Implementation Regulations and Base Redevelopment & Realignment Manual (BRRM).
- Q9:** On page 6 the RFP mentions the Community Needs Assessment and goes on to describe a number of existing planning documents and resources. How much original research is the LRA consultant expected to perform for this task? Would you please provide a brief listing of the major documents to be provided, and note how recent these materials are?
- A9:** The consultant can review existing documents i.e. Comprehensive Plan, Continuum of Care, etc.

Q10: And, related to the previous question, the RFP notes that a number of recent surveys are available to the consulting team. Again, can you briefly note some of the key ones and their dates?

A10: Recent surveys are related to the Environmental Condition of Property (ECP) that was provided by the Navy.

Q11: Please advise about the site visit on September 5. Where do we meet for this? I assume it is a group tour.

A11: The Naval Marine Center is located at 615 Kenhorst Blvd, Reading PA. Parties will meet at the property. It is a group tour those intending to respond to the RFP will tour the property from 10 am -12 pm. Those interested in submitting Notices of Intent for the redevelopment of the property will tour from 12 noon to 2 p.m. This is strictly a site visit and no questions will be addressed. All questions are to be submitted to the Purchasing Coordinator, at heather.dunkle@readingpa.org, for clarification.

I, HEREBY CERTIFY THAT THE CHANGES COVERED BY THIS ADDENDUM HAVE BEEN TAKEN INTO ACCOUNT.

Firm Name (Type or Print) Ernest Swiger Consulting Inc

Authorized Signature Sharon A Swiger

Title President

Name (Type or Print) Sharon A. Swiger

Date 9/16/08

I, HEREBY CERTIFY THAT THE CHANGES COVERED BY THIS ADDENDUM HAVE BEEN TAKEN INTO ACCOUNT.

Firm Name (Type or Print) Ernest Swiger Consulting Inc.

Authorized Signature Sharon A. Swiger

Title President

Name (Type or Print) Sharon A. Swiger

Date 9/16/08

CERTIFICATE OF ACKNOWLEDGMENT OF RECEIPT OF ADDENDUM

THE CITY OF READING

ADDENDUM NO. 4

BID #RFP: Reuse of Navy/Marine Reserve
Center

FORMER DUE DATE: 2:00 P.M. Prevailing
Time, September 17, 2008

NOTICE

This addendum must be signed, attached to, and returned with your proposal to the City of Reading by the time and date indicated ABOVE:

**PLEASE NOTE THE DUE DATE FOR THIS RFP HAS BEEN EXTENDED TO
2:00 PM, PREVAILING TIME, FRIDAY, SEPTEMBER 26, 2008.**

I, HEREBY CERTIFY THAT THE CHANGES COVERED BY THIS ADDENDUM HAVE BEEN TAKEN INTO ACCOUNT.

Firm Name (Type or Print) Ernest Swiger Consulting Inc.

Authorized Signature Sharon A. Swiger

Title President

Name (Type or Print) Sharon A. Swiger

Date 9/16/08